# WORKERS' KNOWLEDGE SHARING AND ITS RELATIONSHIP WITH THEIR COLLEAGUE'S POLITICAL PUBLICITY IN SOCIAL MEDIA

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## ABSTRACT

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| Aim/Purpose | This paper intends to answer the question regarding the extent to which political postings with value differences/similarities will influence the level of implicit knowledge sharing (KS) among work colleagues in organizations. More specifically, the study assesses contributors' responses to a workmate's publicity about politics on social media platforms (SMP) and their eagerness to implement implicit KS to the co-worker. |
| Background | Previously published articles have confirmed an association between publicity about politics and the reactions from workfellows in the organization. Moreover, prior work confirmed that workers' social media postings about politics may create unfavorable responses, such as being disliked and distrusted by workfellows. This may obstruct the KS because interpersonal relations are among the KS's essential components. Therefore, it is imperative to assess |

whether the workfellows' relationship affected by political publicity would impede the KS in the office.

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| Methodology | Data was gathered using the vignette technique and online survey. A total of 510 online and offline questionnaires were distributed to respondents in Indonesian Halal firms who have implemented knowledge-sharing practices and have been at work for no less than twelve months in the present role. Next, the 317 completed questionnaires were examined with partial least squares structural equation modeling (PLS-SEM). |
| Contribution | Postings about politics on SMP can either facilitate or impede the level of KS in organizations, and this research topic is relatively scarce in the knowledge management discipline. While previously published articles have concentrated on public organizations, this research centers on private firms. Moreover, this work empirically examines private companies in Indonesia, which is also understudied in the existing literature. |
| Findings | The outcomes confirm that perceived political value similarity (PPV) in a co-worker's social-media publicity has a significant and indirect influence on contributors' eagerness to perform implicit/tacit KS. Further, colleague likability and trustworthiness significantly influence the level of KS among respondents. As PPV significantly forms colleague likability, likability strongly and positively shapes trustworthiness. |
| Recommendations for Practitioners | The study shows that political publicity significantly affects implicit knowledge sharing (KS). As a result, managers and leaders, particularly those in private firms, are strengthened to instruct their staff about the ramifications of publicity embedded in employees' SMP postings, particularly about political topics, as it may result in either negative or positive perceptions amongst the staff towards the workmate who posts. |
| Recommendations for Researchers | As this study focuses on examining KS behavior in a large context, i.e., Indonesia Halal firms that dominate the Indonesian economy, and the fact that much polarization research focuses on society at large and less on specific sectors of life, it is important and interesting for researchers to conduct similar studies in a specific workplace as political agreements and disagreements become so important and consequential in everyday lives. |
| Impact on Society | This article makes the implication that a person's personality can influence how they react to political posts on SMP. It is difficult for the exposers to know the personality of each viewer of publicity in daily life. Workers' newfound knowledge can motivate them to use SMP responsibly and lessen the probability that they will disclose information that might make their co-workers feel or perceive anything unfavorably. |
| Future Research | There is a need for further studies to examine if the results can be applied to different locations and organizations, as individuals' behaviors may vary according to the cultures of society and firms. Furthermore, future research can take into account the individual characteristics of workers, such as hospitability, self-confidence, and psychological strength, which may be well-matched with future work models. Future research may potentially employ a qualitative technique to offer deeper insights into the same topic. |
| Keywords | political communication, private organization, social media, tacit knowledge sharing, PLSSEM |

# INTRODUCTION

Polarization in politics occurs when the public is divided into two opponent groups in terms of political views; one supports those who agree, while another supports those who disagree with a specific political issue (Yudhistira & Sushandoyo, 2020). This polarization, which is often stimulated by political public figures, has been greatly driven by social media platforms (SMP) (Yudhistira & Sushandoyo, 2020). The reason behind this is that SMP has been widely accepted as an effective device to broadcast information (Kurniawan et al., 2023). SMPs, like Twitter and Facebook, have been widely used to spread messages using direct links to the news, especially about politics (Baraybar-Fernández et al., 2021). These platforms also provide the latest reports on community issues and endorse public opinions (Kurniawan et al., 2023).

SMP also plays an important part in political polarization among citizens in Indonesia. To name a few, political and societal clashes took place in the 2019 presidential vote and the 2017 election of Jakarta's provincial leader. Both cases have caused larger conflicts on the Internet than the 2014 presidential voting, which grew to aggravate stern political disagreements on SMP among supporters of the two conflicting blocs (Yudhistira & Sushandoyo, 2020).


As a Muslim-majority nation, Indonesia has unique characteristics in terms of political communication on social media. Since the presidential election in 2019, Indonesia has been divided into three large religious Muslim factions, i.e., fundamentalists, modernists, and traditionalists (Salahudin et al., 2020). Numerous viewers stated that opposition among these Muslim factions existed, and their political postings on social media were a battle of ideology among these factions (Salahudin et al., 2020). Furthermore, from the perspective of Indonesia, contrasting Muslim factions can only be unified in one political power when the political concerns of every faction are well-assisted (Salahudin et al., 2020) or when there is perceived value similarity among these different Muslim groups. Otherwise, there will be a strong political polarization among them, including in social media. Thus, this study tries to reveal whether there is a positive and significant effect of perceived political value similarity about SMP postings on the level of implicit knowledge sharing among individuals. It is because the political social media postings of a faction often weaken the other sides/contrasting groups (Salahudin et al., 2020), and this 'battle' or perceived political value dissimilarity can affect individuals' relationships in the real world, including at the workplace (Yudhistira & Sushandoyo, 2020). Knowledge workers' behaviors in a Muslim-majority country of Indonesia, where there is a polarization among religious groups regarding SMP postings about politics, may provide different results from a different perspective (e.g., a Muslim-minority country).


Previously published articles have confirmed an association between publicity about politics and the reactions from workfellows in the organization. As an illustration, an earlier study reported that after the presidential election in 2016 and 2017, around 20% and 24% of contributors, correspondingly, decided to hold off from their workfellows because of their dissimilar political viewpoints exposed in the workplace (Yudhistira & Sushandoyo, 2020). Moreover, prior work confirmed that workers' social media postings about politics might create unfavorable responses, such as being disliked and distrusted by workfellows (Kaloydis et al., 2017). Moreover, it is revealed that the exposers got lower job performance scores and less help from workfellows due to frequent political postings on SMP (Kaloydis et al., 2017). More unlikable, arguments about politics in the office may trigger serious conflicts like aggressive behaviors (Jacobson, 2021), which can harmfully change sustainable work functionalities. Therefore, it is logical to assume that political communications can endanger interpersonal relationships in the office. The mentioned negative relationships may obstruct knowledge sharing (KS) because interpersonal relations are among the KS's essential components (Jiarui et al., 2022; Zulfadil et al., 2020). Therefore, it is imperative to assess whether the workfellows' relationship affected by political publicity would impede the sharing of implicit knowledge (or tacit knowledge) in the office.

While this paper strongly postulates that political publicity impacts implicit knowledge, very few previously published publications have looked at variables related to those elements within a single theoretical framework for an empirical examination. It is thought that there is little literature on the topic of political self-promotion alone (Yudhistira & Sushandoyo, 2020). Additionally, research on the impact of SMP on co-worker interrelationships remains lacking and necessitates further investigation (Kurniawan et al., 2023). This study's originality also stems from its setting, a private organization. In previously published research, KS behaviors were mostly studied in the public sector (e.g., Abbasi et al., 2021; Mohd Rasdi & Tangaraja, 2022; Yudhistira & Sushandoyo, 2020). As recommended by Yudhistira and Sushandoyo (2020), this work, in contrast to previous studies, centers on private firms when analyzing the links between publicity about politics and knowledge sharing. There are some differences in KS behavior in public and private companies. Tønnessen et al. (2021) noted that external knowledge grows within a more constrained network within private firms while it grows more widely and openly within public organizations. Additionally, Kurniawan et al. (2023) have shown that extrinsic incentives outperform intrinsic ones in the private sector when motivating employees to complete virtual knowledge jobs. Thus, it is vital to conduct more research on KS within the private sector, especially in developing nations like Indonesia.

This work aims to investigate the relationships between political publicity on SMP and implicit KS in organizations. To achieve this goal, this study suggests a hypothetical framework and empirical examination by collecting information from an Indonesian private company through the period of the 2019 Indonesian presidential election campaign. As mentioned, Indonesians saw political polarization in SMP during the presidential and local government elections. Further, as formerly elucidated, available publications regarding knowledge management usually employ public organizations as the background (Abbasi et al., 2021; Mohd Rasdi & Tangaraja, 2022; Yudhistira & Sushandoyo, 2020); hence, researching Indonesian private company perspective as this paper does is a novel endeavor. In addition, most research on the private sector's knowledge management is done in industrialized nations like the USA and China, as well as developing countries like Malaysia, Taiwan, and Iran, whereas Indonesian research is very low. Just 1% of knowledge studies were completed in Indonesia during the last 18 years (2001-2019), compared to 8%, 9%, 10%, and 16% in China, the US, Malaysia, and Iran, correspondingly (Kurniawan et al., 2023). By filling in these study voids, particularly about implicit knowledge sharing within Indonesia's private sector, this work contributes to the field of knowledge management studies.

Moreover, this study contributes to the literature by focusing on a new context, i.e., knowledge workers' behaviors in the Halal industry. Indonesia has the largest Muslim population worldwide, with around 269 million or 85% of residents being Muslims. Thus, Halal products are a significant sector of Indonesian manufacturing and services industries. Halal means "lawful" or "permissible" in terms of Islamic laws; for example, Halal products must be clean, free from harmful materials, and not mixed with non-Halal substances in the preparation and production process until reaching final customers (Sumarliah, S. Z. Khan, & Khan, 2021 ). Halal goods abide by Islam decrees; for instance, Halal apparel (Sumarliah, S. U. Khan, & Khan, 2021; Sumarliah, S. Z. Khan, & Khan, 2021; Sumarliah, Li, et al., 2022; Sumarliah, Usmanova, et al., 2022), Halal finances, Halal pharmaceuticals, Halal cosmetics, Halal tourism, Halal logistics, and Halal food that Muslims utilize the most (Sumarliah, Li, et al., 2023). Indonesia exports Halal food and beverages to 29 Muslim-majority nations, with an export worth around US$230 billion (Sumarliah, Li, et al., 2023). Thus, it is imperative to assess employees in Indonesia's Halal sector as the major contribution to this country's exports is the Halal business (Sumarliah, S. U. Khan, & Khan, 2021; Sumarliah, S. Z. Khan, & Khan, 2021; Sumarliah, Li, et al., 2022; Sumarliah, Usmanova, et al., 2022). Moreover, according to Noorliza (2021), the knowledge capital or the degree of implicit knowledge held by human resources (such as skill, experience, education, information, and inventiveness) is crucial to the Halal business. In Halal logistics firms, for instance, the implicit knowledge capital includes highly skilled employees and interdisciplinary teams with experience in Halal logistics and business, Halal technical and management skills, and Halal proficiency and education or merge through hiring Halal experts and instructing Halal

standards (Noorliza, 2021). Managers and decision-makers in Halal businesses should be aware that their business operations will do well thanks to the implicit knowledge assets ingrained in their work-force and organization (Noorliza, 2021). Thus, we hope this paper will provide practitioners in the Halal industry with new insights from our later-discussed findings. Furthermore, we allow researchers to compare this study with the non-Halal industry to see the differences in knowledge workers' be-haviors regarding the effect of political view similarity and the level of knowledge sharing at the workplace.

# REVIEW OF LITERATURE AND HYPOTHESES

## IMPLICIT KNOWLEDGE SHARING IN ORGANIZATION

Novian et al. (2021) view knowledge sharing (KS) as a procedure in which information is passed on to other entities, either implicitly or explicitly. Unlike explicit knowledge, implicit knowledge is knowledge that is not coded or typed; it is usually attained by assessment and management of infor-mation, and thus is more personal and subjective and has higher innovative and economic signifi-cance (Obrenovic et al., 2022). Implicit KS needs more effort and time – an encouraged behavior (Obrenovic et al., 2022). In online community platforms, implicit KS is usually seen as important conversations among group users or between group users and companies, intending to swap infor-mation about product enhancement ideas and product experience, which are essential to firms' inno-vations (Obrenovic et al., 2022). In contrast, explicit KS in online platforms is usually demonstrated as the conversation between online group/social media users with an emphasis on personal concerns or trendy issues, which have no significance or little significance to firms' innovations (Obrenovic et al., 2022).

Individuals' knowledge is seen as crucial for firms because firms cannot produce information on their own; instead, entities (i.e., workers) are the players in knowledge development (Kurniawan et al., 2023). With knowledge creation, firms must be capable of turning individuals' knowledge into firms' knowledge to affect its potential importance (Yudhistira & Sushandoyo, 2020). Organizations are crucial to the process; they should expand on the knowledge of the entities and incorporate it into their knowledge (Yudhistira & Sushandoyo, 2020). Hence, relying just on a worker's knowledge is in-sufficient, and a firm should encourage KS among staff members for the benefit of the whole. As a result, this work suggests that communication and interactions are crucial among organizational units that engage in KS practices. When a company wants to create new knowledge, it must enhance the following components: well-informed employees, and employee interrelationships.

In contrast to the importance of KS, scholars have examined the consequences of not sharing knowledge in the workplace. For example, Nakash and Bouhnik (2022) found the main risks of poor KS in knowledge-focused firms include (i) loss of vital knowledge due to workers quitting the firm, either willingly or being fired, (ii) repeating a process or re-forming things that were accomplished by the firm before due to inadequate knowledge and duplicating current knowledge among workers, (iii) absence of consistency in the doings of the firm's departments, (iv) serving consumers with unskillful services, and (v) time wasting for seeking knowledge. Furthermore, Silva de Garcia et al. (2022) found that knowledge hiding hinders knowledge collection, i.e., the degree to which a person seeks particular knowledge and enthusiastically asks other people regarding their knowledge, hence moti-vating them to communicate what is demanded. As knowledge collection is a KS component that boosts firm performance through absorptive capability, knowledge hiding hampers the firm's func-tionalities.

To build interpersonal relationships, political publicity – the ability to be recognized by others through political posts – is essential (Kaloydis et al., 2017). To share one's thoughts and feelings with others, one can use KS (Cheung et al., 2015). The exposer and the audience are the only two re-

sponders in the KS activity. While the audience listens and learns, the exposer divulges personal information (Yudhistira & Sushandoyo, 2020). Publicity occurs through the following channels: (1) face-to-face interactions such as small talk and casual interactions; and (2) SMP websites, particularly through changing statuses, uploading personal news, and exposing images (Cheung et al., 2015).

This study focuses on a Halal organization in a Muslim-majority nation named Indonesia. Until now, studies about the effect of political postings on social media on workplace knowledge sharing have not yet been observed among co-workers employed in Halal organizations within Indonesia. Based on an in-depth search in the Scopus database for the past decade (2013-2023), with keywords *tacit* or *implicit knowledge sharing* AND *Indonesia*, we found only four articles, none related to political publicity on SMP. For example, Wening et al. (2023) surveyed respondents from SMEs in Indonesia (not specific to Halal SMEs), and empirical findings suggested that implicit knowledge sharing directly affects creativity and competitive advantage. However, this study model put implicit knowledge sharing as the predicted variable, not as a predictor or independent variable. Unlike this study's findings, previous work by Saide and Sheng (2023) investigated industries-ICT workgroups in Indonesia and found implicit knowledge sharing as a mediating variable (not as a dependent variable as this study) for the link between workgroup orientation and leader's support.

## POLITICAL POSTS AND IMPLICIT KNOWLEDGE SHARING

Researchers in the fields of communication and psychology have found empirical evidence linking political publicity to the opinions of co-workers (Kaloydis et al., 2017). Political publicity has been shown to have a detrimental impact on responders' involvement (i.e., trust and likeability), according to Kaloydis et al. (2017). In addition, people will be more likely to share opinions about politics if they are exposed to unfavorable or upsetting postings (Kim et al., 2021). Political posts on SMP are favorably impacted by critical, informant, and socializing motives (Kim et al., 2021). Hence, the propensity to share unfavorable political information on SMP might damage relationships among co-workers in the company. Taylor (2022) also asserted that divergent political views frequently cause employees to shun their co-workers. This study, hence, hypothesizes that trust and disagreements brought on by social media publicity and workplace discussion about politics will determine KS.

## PERCEIVED POLITICAL VALUE SIMILARITY AND LIKABILITY

Political communication abilities can strengthen positive bonds and weaken negative ones inside an entity's networks (Kurniawan et al., 2023). Publicity about politics is crucial for the emergence and upkeep of social contacts, and society tends to favor people who engage in greater political publicity on SMP (Yudhistira & Sushandoyo, 2020). Previous studies have examined political communication on SMP and found that likability is an influential determinant. For example, Kaloydis et al. (2017) studied the relationship between political publicity and likability and discovered that likability entirely mediated the relationship between postings about politics and workmate reactions. Additionally, Brands et al. (2021) discovered that self-publicity about politics impacts audience engagement (i.e., likeability).

An individual's social media postings related to politics can be regarded as aggressive by peers and family members, leading to unfriending or blocking the person (Neubaum et al., 2021). According to Neubaum et al. (2021), disagreements about politics on SMP that lead to serious actions such as unfriending are driven by inherent moral differences. They also found that ethical considerations in political expression were related to decisions to unfriend. Moreover, Neubaum et al. (2021) have reported that over 70% of users have unfriended or blocked someone on SMP Facebook at least once. This resolution is for the reason that a person: (i) published a topic about politics that they disliked, (ii) published statements about politics that offended them or their groups, (iii) made too many postings about politics, (iv) objected to their political views, or (v) argued about politics with them or their groups. Also, what occurs in SMP may harm social relationships, e.g., in routine communications among individuals and their families. When social media circumstance affects individual-family relations, it also influences interpersonal communications among workfellows in firms.

According to Yudhistira and Sushandoyo (2020), political publicity has two components: perceived political value similarity (PPV) and perceived political value dissimilarity. PPV's impact on likeability has been studied in the past, but the results have been inconsistent. If a responder felt politically similar to the supervisor, their level of teamwork increased (Kurniawan et al., 2023). Mallinas et al. (2018) also shared a relevant discovery. According to their findings, a respondent grew less affectionate toward someone, assessed this person as less likable, and became more uncomfortable around him/her after learning about perceived-value dissimilarity in viewpoint about politics. Perceived political value dissimilarity brought on by unpleasant publicity about politics immediately causes unfriending or unlikability behavior (Goyanes et al., 2021). A person's perceived disparity, particularly concerning SMP postings, positively increases SMP weariness and societal concerns, which consequently might produce antipathy/dislike (Yang et al., 2022). Additionally, disagreements at work lead to response-escaping behavior between workers and their supervisors due to perceived-value disparity (Song et al., 2021). Therefore, it is crucial to investigate how likability and PPV are related in this particular study. Thus:

**H1**. Perceived political value similarity will be positively associated with colleague likability.

## COLLEAGUE LIKABILITY AND TRUSTWORTHINESS

Likability is having characteristics that lead to favorable respect, such as agreeable and pleasant. Colleague likability signifies a positive perception of co-workers who seem friendly and nice, can be friends with, and can be part of the observer's circle of friends (Batenburg & Bartels, 2017). Thus, in this study, likability is described as the perception that a colleague is liked, respected, approved of, and perceived as a good friend by his/her co-workers. A person's likeability has noteworthy effects at the office; for instance, how much an individual is liked at the workplace has a positive relation to personal evaluations of work performance (Kurniawan et al., 2023).

Some academics have discovered the connection between likability and trust. For instance, Kaloydis et al. (2017) used the affect-and-cognition-trusts characteristics to show that office staff who repeatedly publicize politics on SMP are viewed as less trustworthy by their co-workers. These researchers discovered a mediation role for likability in the relationship between trust and political posts. The empirical data presented by Varma et al. (2021) supported the idea that trust is a crucial factor in determining the quality of relationships at work and what motivates interpersonal liking. An SMP post's trustworthiness is also increased by high levels of likability, as demonstrated by Kurniawan et al. (2023). In contrast, Pittman and Abell (2021) demonstrate that people who are exposed are perceived as trustier if they receive a smaller number of likings/thumbs on social media posts, depending on the type of postings or commodities they advocate. These findings lead to the assumption that further research is required to fully comprehend the link between likability and trust. Additionally, scholars (Umar et al., 2023) have found trust as a key determinant for knowledge sharing. Consequently, it can be assumed that:

**H2**. Colleague likability will be positively associated with trust in the colleague.

## PERCEIVED TRUST IN COLLEAGUE AND IMPLICIT KNOWLEDGE SHARING

Usman et al. (2022) contended that regular interactions among co-workers foster the long-term development of relational trust. Owing to the positive personal viewpoints of other employees, Usman et al. (2022) argued that relationship-centered trusts (also known as affective trusts) bind staff together in the organization, while competence-based trusts (also known as cognitive trusts) ensure the reliability of knowledge provided. It is crucial to realize that relational trust underpins trustworthiness in KS (Usman et al., 2022).

Previously published articles have testified to the association between KS and trust (Imam & Zaheer, 2021; Lin et al., 2022) and relational disagreement (Zulfadil et al., 2020). Relational disagreement has also positively affected knowledge hiding, which is in opposition to KS (Alam et al., 2021). Therefore, as aforementioned, the quality of interpersonal relations intensely shapes courteous bonds

among workfellows and KS (Jiarui et al., 2022). Without trust as the cornerstone of words and deeds, harmonious interpersonal interactions cannot exist, which drives KS (Jiarui et al., 2022).

Some researchers have discovered a strong correlation between implicit KS and trust (Alves & Pinheiro, 2022; Haq et al., 2023; Malik et al., 2022; Umar et al., 2023; Xu et al., 2022). For instance, Umar et al. (2023) find SMP and trust as significant players in determining implicit KS among Pakistani intellectuals. Xu et al. (2022) confirm that responders' implicit KS in China is enhanced by trust, a rich media environment, and organizational incentives. In addition, Haq et al. (2023) revealed that implicit KS intention in Pakistan's construction enterprises is significantly influenced by the tendency to trust and perceived trustworthiness. However, Yudhistira and Sushandoyo (2020) could not demonstrate how much trust affects employees' propensity to do implicit KS for their co-workers. As a result, investigating the connection between implicit KS and trusts is crucial in light of the contradicting findings of the existing literature.

**H3**. Colleague trust will be positively associated with the level of implicit knowledge sharing.

## LIKABILITY AND IMPLICIT KNOWLEDGE SHARING

SMP plays a variety of roles in fostering communication and teamwork among co-workers, including real-time messaging, group video calls and meetings, document transfers, link/URL distribution, information bartering, and responding to co-workers' posts with comments and "likability" ratings. According to Kurniawan et al. (2023), employees' propensity for sharing and using implicit knowledge with co-workers is considerably and favorably influenced by the quantity of likability (also known as like) on their political postings. According to Jarman et al. (2021), social media use, including KS, is motivated by engagement, such as likability.

Interpersonal animosity will eventually lead KS among co-workers in organizations to decline (Butt, 2021). Similar findings were made by Kaloydis et al. (2017), who found that responders' readiness to support is negatively impacted by political publicity. For example, "I am willing to share my skills with this workmate" denotes a KS readiness metric (Kaloydis et al., 2017). Since skill is a component of implicit knowledge, it is possible to identify the measure as the responders' preparedness to perform implicit KS (Kurniawan et al., 2023). According to Yudhistira and Sushandoyo (2020), likability moderates the relationship between political publicity and workfellows' readiness to assist one another and considerably impacts readiness to apply implicit KS. Hence, hypotheses are made:

**H4**. There will be a positive association between colleague likability and the level of implicit knowledge sharing.

**H5**. Colleague likability mediates the positive relationship between political publicity and the level of implicit knowledge sharing.

# METHOD

## DATA COLLECTION

Workers in private Halal firms in Indonesia who mostly rely on implicit knowledge and teamwork in their tasks provided the data for this study. As mentioned above, Indonesia has the largest Muslim population worldwide; thus, Halal products are a significant sector of Indonesian manufacturing and services industries. Halal firms produce goods that abide by Islamic decrees; for instance, Halal apparel (Sumarliah, S. U. Khan, & Khan, 2021; Sumarliah, S. Z. Khan, & Khan, 2021; Sumarliah, Li, et al., 2022; Sumarliah, Usmanova, et al., 2022), Halal finances, Halal pharmaceuticals, Halal cosmetics, Halal tourism, Halal logistics, and Halal food that Muslims utilize the most (Sumarliah et al., 2023). Indonesia exports Halal food and beverages to 29 Muslim-majority nations, with an export worth around US$230 billion (Sumarliah et al., 2023).

Respondents were given 15,000 IDR (around US$1) as the incentive, paid through e-wallets largely used by Indonesians such as Dana and Ovo. A total of 510 questionnaires were distributed to respondents, i.e., workers in Indonesia's Halal firms who have implemented knowledge-sharing practices and been at work no less than twelve months in the present status/role. The 510 questionnaires were distributed through the largely used online platforms in Indonesia, such as Facebook, Instagram, and WhatsApp (Statista, 2022). We also used groups and communities on WhatsApp and emails.

This study combines a mixed-method survey, i.e., using online and offline surveys to collect data. The reason is that although an online survey can be done in a short period and at a low budget, respondents can take their own time to complete the questionnaires, which can cause bias (Nayak & Narayan, 2019). Offline surveys can increase the quality of data by (a) making it easy to describe in detail regarding research purposes and (b) when the respondents have hesitation, the scholar can respond directly (Nayak & Narayan, 2019). The online and offline surveys for this study were conducted in March and April 2022. The average length of time responders took to complete the online survey was 7.56 minutes, and the offline survey was 11.17 minutes.

Revilla and Ochoa (2017) revealed that the utmost survey duration is 20 minutes, and the perfect one is an average of 10 minutes. It is associated with the fact that the usual attention length of an adult is approximately 20 minutes; hence, 20 minutes is frequently regarded as the ideal duration for online questionnaires. In this work, the authors documented the time length (in minutes) that responders spent to finish the questionnaires. Due to the difference in Internet connection speed among responders, the survey administrator suggested that all responders employ Google Chrome. However, Malhotra (2008) found that the dissimilarities of connection rapidity did not make any significant difference in the duration of finishing an online survey. The data skewness of finishing duration was solved by data normalization with regular logs as advised by other scholars (e.g., Malhotra, 2008; Yan & Tourangeau, 2008). We left out severe outliers – the 13 responders with finishing durations were above one standard error exceeding the average (above or same as 54.59 minutes). This cut-off value signifies the key gap in the allocation of finishing duration – responders whose finishing duration between 33.12 and 54.59 minutes did not exist. It creates an unskewed data allocation. The average log finishing duration is 1.90, and the median is 1.87, as seen in Appendix Table A1.

As recommended by experts (Halisah et al., 2021), the survey forms utilize a 7-point Likert ratio interconnected with an exploratory vignette methodology to gauge responders' judgment, attitude, intention, or behavior regarding specific circumstances using a vignette. For example, questions related to likability use 7-point scales as advised by Kurniawan et al. (2023), which are very strongly agree (7), strongly agree (6), agree (5), neutral (4), disagree (3), strongly disagree (2), and very strongly disagree (1). This seven-point measure also applies to other questions in the survey form. The research vignette is given over made-up SMP postings of images correlated to the 2019 Indonesia presidential campaign made public by a made-up individual who was acquainted with responders as their co-workers. A collection of vignettes representing various viewpoints about politics related to responders' political inclinations was shown to them.

## MEASURES

The dimension scales used in this investigation were created based on earlier works. The paper employs three measurements that were previously used by Song et al. (2021) to scale the perceived political value similarity for SMP postings. Trust measurements are adopted from Alves and Pinheiro (2022), whereas likability measurements are taken from Kurniawan et al. (2023). Alves and Pinheiro's (2022) scales were also used to determine responders' eagerness to perform implicit knowledge. Table 1 of this study's framework provides specific information on the scales for all variables. The complete questionnaire containing these measures is presented in Appendix Table A2.

**Table 1. Variable measures, Cronbach's alpha, and item loadings**

| Variable | Code | Measure | FL | CA |
|---|---|---|---|---|
| Perceived political value similarity (PPV) | PPV1 | As for my colleague's social-media postings about politics, I see that she/he assesses many topics in a similar manner as I do. | .921 | .900 |
| | PPV2 | As for my colleague's social-media political postings, I realize that she/he views many issues like I do. | .908 | |
| | PPV3 | As for my colleague's social-media political postings, I think she/he has the same perspective and values as me. | .944 | |
| Likability (LKB) | LKB1 | I like this co-worker. | .762 | .919 |
| | LKB2 | I think this co-worker can be my good friend. | .891 | |
| | LKB3 | I approve of this co-worker. | .811 | |
| | LKB4 | I respect this co-worker. | .888 | |
| Perceived trustworthiness (TRT) | TRT1 | My workmate is recognizable to be reliable, and I will support her/him in engaging in events that are difficult for other workmates. | .850 | .901 |
| | TRT2 | I realize that my workmate is trustworthy in things that are fundamental to me. | .808 | |
| | TRT3 | I am sure my workmate can fulfill her/his promises to me. | .703 | |
| | TRT4 | When my workmate is with me, I become positive in coping with new situations | .863 | |
| | TRT5 | I believe that my workmate will give positive responses if I disclose my mistakes to him/her. | .790 | |
| | TRT6 | When I express my problems to my workmate, I think he/she will react caringly even before I say it. | .821 | |
| | TRT7 | I know how my workmate will act daily because she/he is predictable. | .813 | |
| | TRT8 | I am at ease when my workmate makes decisions that affect me in person. | .837 | |
| | TRT9 | My workmate shows consistent actions. | .899 | |
| Level of implicit knowledge sharing (KS) | KS1 | I strengthen my network via knowledge sharing on SMP and websites. | .836 | .767 |
| | KS2 | I like my existing office due to having a feeling of fitting in. | .836 | |
| | KS3 | I prefer sharing knowledge with people who react positively. | .878 | |
| | KS4 | Sharing knowledge is easy for me, even with individuals who are more experienced than me. | .701 | |

*Note: FL = Factor loadings; CA = Cronbach's alpha*

To conduct a pilot test, this work used 15 randomly selected responders, as recommended by scholars (Sumarliah, S. U. Khan, & Khan, 2021; Sumarliah, S. Z. Khan, & Khan, 2021) to experimentally assess the measurements to increase their validity and reliability. This is because the measurement elements were taken from previously published articles with different perspectives and words. In this study, the 15 responders chosen for the pilot test were asked to fill out the initial questionnaire and give feedback regarding the context and wording; the feedback was then used to improve the survey form and create the final questionnaire. From March to April 2022, the final questionnaire was

widely disseminated via physical and online venues. Contributors were specifically asked by co-workers if they had ever engaged in or knew anything about political self-promotion. If they said "yes," they were then told to complete the survey. Responders received guarantees of anonymity and confidentiality about their comeback questionnaires. Of the 510 questionnaires issued, 415 contributors returned the completed forms (return rate = 81.2%); of 415 comebacks, 317 included the necessary data for the test that followed (valid responses = 76.4%).

Regarding the adequacy of the sample size, we had a population of 21.9 million as the Halal industry has absorbed 21.9 million workers, or the equivalent of 16.7% contribution to Indonesia's national workforce in 2021 (KNEKS, 2022). We employed an online sample size calculator, such as calculator.net, for a 22 million population. A minimum of 273 surveys are required to have a confidence level of 90% that the real value is within ±5% of the surveyed value. Thus, a total of 317 valid responses is adequate for analysis in this study.

The information gathered was then examined using a PLS-SEM technique. Therefore, the assessment process for this study consists of two parts: an examination of the measuring framework and an analysis of the structural framework. Figure 1 depicts the theoretical frame of the paper.
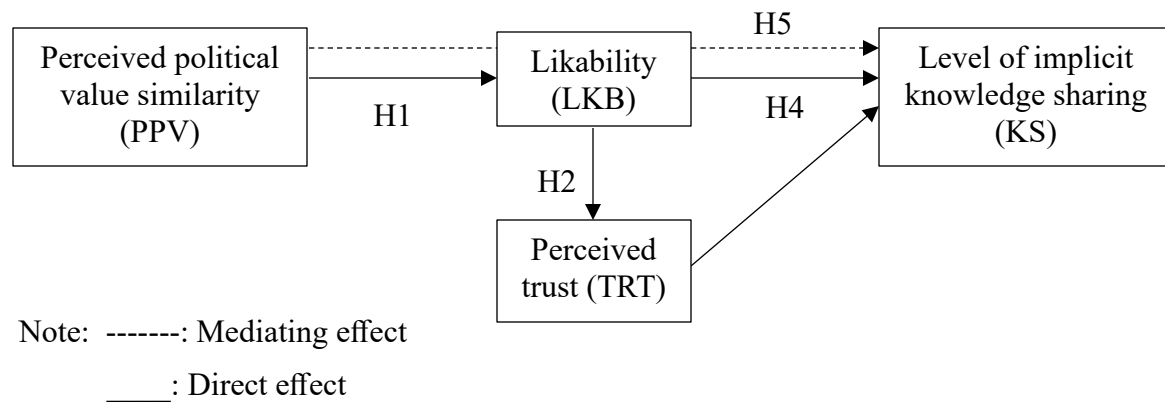


Figure 1. Research structure

# FINDINGS

Table 2 lists the profiles of the research responders. In Indonesia, small and medium enterprises (SMEs) are the backbone of the national economy (Sumarliah, Li, et al., 2023). It implies that the majority of Indonesian businesses are SMEs. According to Indonesia's Ministry for Economic Affairs, currently, there are 64.2 million MSMEs that contribute 61% of Indonesia's gross domestic product (GDP). In terms of workforce, SMEs can absorb 97% of the total workforce in this country, or around 119.6 million people. Indonesia's Central Statistical Agency (BPS) categorizes SMEs according to firms' sizes, i.e., worker numbers as follows: (i) medium-sized firms have 20 to 99 employees, (ii) small-sized firms have 5 to 19 employees, and (iii) micro-sized firms have 1 to 4 employees (Irawan & Sukiyono, 2021). As the Halal industry was also dominated by SMEs (Sumarliah, Li, et al., 2023), we used this classification as the firms' sizes.

**Table 2. Profiles of research responders**

| Characteristic | Details | Frequency | Percent |
|---|---|---|---|
| Category of private firms | Islamic finance (insurance & bank) | 25 | 7.9% |
| | Halal logistics | 62 | 19.6% |
| | Islamic apparel (retail & production) | 104 | 32.9% |
| | Halal food manufacturing | 125 | 39.6% |
| Size of companies | < 50 workers (large firms) | 60 | 19.0% |
| | 20–99 workers (medium firms) | 142 | 44.9% |
| | < 20 workers (small firms) | 114 | 36.1% |
| Age* | 25–30 | 74 | 23.4% |
| | 31–35 | 100 | 31.6% |
| | 36–40 | 95 | 3.1% |
| | 41 and above | 47 | 14.9% |
| Gender | Men | 160 | 5.6% |
| | Women | 156 | 49.4% |
| Educational level | Master's and doctoral degree | 164 | 51.9% |
| | Bachelor's degree | 97 | 3.7% |
| | Diploma | 55 | 17.4% |
| Work length* | <3 years | 38 | 12.0% |
| | 4–6 years | 96 | 3.4% |
| | 7–9 years | 119 | 37.7% |
| | >10 years | 63 | 19.9% |
| Political concern | Very concerned | 44 | 13.9% |
| | Concerned | 55 | 17.4% |
| | Somewhat concerned | 48 | 15.2% |
| | Indeterminate | 82 | 25.9% |
| | Somewhat not concerned | 43 | 13.6% |
| | Not concerned | 40 | 12.7% |
| | Not concerned at all | 4 | 1.3% |

*Note: *The classifications are advised by Sumarliah, Li, et al. (2023), N=317*

## MEASUREMENT FRAMEWORK EXAMINATION

The goal of this measurement frame analysis is to evaluate factor loadings, heterotrait-monotrait ratio (HTMT), and average variance extracted (AVE) of the intervariable relationships. In SEM-PLS, all variables employed in the research framework are assessed regarding their validity and reliability. This paper employs the values of Cronbach's alpha to examine the inner consistency or reliability of a focal variable, as also performed by previous scholars (Mousa et al., 2023; Sumarliah, S. U. Khan, & Khan, 2021). A cut-off or threshold above .7 is an adequate level of an instrument's inner consistency or reliability (Hair et al., 2021). Table 1 displays that the values of Cronbach's alpha for every variable in this study exceed .7 (i.e., vary from .767 to .919), signifying a satisfactory reliability and inner consistency intensity. Scaling items above .4 but below .7 is considered appropriate for assessing factor-loading values, according to Hair et al. (2021). The measurements utilized in this study model

are satisfactory and reliable for the next investigation, as shown by Table 1, which also shows that all scales' values are over .7.

The HTMT results in Table 3 demonstrate the framework's strong discriminant validity. Additionally, the AVE and composite reliability (CR) values of the framework are higher than the cutoff (Table 4). It is clear from Table 4 that the CR values of all variables (i.e., perceived political value similarity, likability, perceived trustworthiness, level of implicit knowledge sharing) vary from .919 to .968 and exceed .7, signifying that the framework has satisfactory construct reliability and internal consistency. Also, the AVE values of all the mentioned variables vary from .710 to .859 and exceed .5, denoting the convergent validity of the framework. Thus, it is possible to do the next data assessment, i.e., the structural framework examination.

### Table 3. Heterotrait-monotrait (HTMT)

| Variables | PPV | LKB | TRT | KS | Output |
|---|---|---|---|---|---|
| Perceived political value similarity (PPV) | | | | | |
| Likability (LKB) | .301 | | | | Satisfactory |
| Perceived trustworthiness (TRT) | .196 | .985 | | | Satisfactory |
| Level of implicit knowledge sharing (KS) | .166 | .647 | .604 | | Satisfactory |

### Table 4. CR and AVE

| Variables | Reliability (.7<CR) | | Convergent validity (.5<AVE) | |
|---|---|---|---|---|
| | Value | Output | Value | Output |
| Perceived political value similarity (PPV) | .968 | Satisfactory | .859 | Satisfactory |
| Likability (LKB) | .926 | Satisfactory | .710 | Satisfactory |
| Perceived trustworthiness (TRT) | .945 | Satisfactory | .806 | Satisfactory |
| Level of implicit knowledge sharing (KS) | .919 | Satisfactory | .693 | Satisfactory |

## STRUCTURAL FRAMEWORK EXAMINATION

SEM-PLS appraises the whole structural framework relations in a sole examination, thus assisting this study in conceiving procedures containing the hypotheses in a reasonably great nomological system (Sarstedt et al., 2020). More specifically, SEM-PLS proceeds discrete regressions of the dependent variable in this study's structural framework on its linked predictor variables. The SEM-PLS-centered variable values employed as sources for assessing those relations have been calculated in a reiterative procedure that reflects the whole framework structures. Thus, the reiterative characteristic of the factor assessments in SEM-PLS reflects how the factor assessments in the partial regression affect one another. Due to its dependence on partial regression, SEM-PLS provides reliable estimation indicators in small sample sizes, attaining a high level of statistical ability (Hair et al., 2021).

The structural frame analysis in Table 5 demonstrates that all hypothetical relationships (H1 to H5) have been justified. The support for H1 is the association between likability and political perceived value similarity (PPV→LKB), which is favorable and substantial (t = 3.635, $\beta$ =.239, p = .001). It denotes that responders who thought their co-worker's political views aligned with their own are more likely to get along with them. Thus, these findings confirm that perceived political value similarity has a significant effect on colleague likability in private companies in Indonesia. Moreover, the relationship between likability and trust is also strong and positive (t = 13.510, $\beta$ = .674, p = .001), supporting H2. It means that responders will probably trust their co-workers because they like the person.

Hence, these results confirm that colleague likability on political postings on SMP positively affects their perceived trust in the exposer.

Additionally, H3 is supported by the positive connection between trusts and the level of implicit KS (TRT → KS; t = 5.773, β = .417, p = .001). It suggests that workers will be more willing to disclose their implicit information with a co-worker they trust. Therefore, these empirical outcomes verify that perceived trust positively and significantly affects the level of implicit KS among workers in Indonesia's private organizations. Besides, likability and the level of implicit KS are positively correlated (LKB → KS; t = 5.882, β = .327, p = .001), preserving H4. Thus, these empirical findings validate that colleague likability on political postings on SMP positively affects the level of implicit KS among workers in the sample organizations.

Table 5 also shows that H5 is reinforced (t = 2.455, β = .177, p = .018), which hypothesizes a connection between perceived political value similarity and level of implicit KS among responders via the mediating influence of likability (PPV→LKB→KS). It implies that perceived political value similarity (PPV) has a positive and indirect effect on implicit KS. Figure 2 summarizes the findings of the structural framework examination overall.

**Table 5. Hypotheses assessment outputs**

| Hypothesis | Path | T-statistic | β | P-value | Output |
|---|---|---|---|---|---|
| H1 (+) | PPV → LKB | 3.636 | .240 | .000** | Supported |
| H2 (+) | LKB →TRT | 13.511 | .675 | .000** | Supported |
| H3 (+) | TRT → KS | 5.774 | .418 | .000** | Supported |
| H4 (+) | LKB → KS | 5.883 | .328 | .000** | Supported |
| H5 (+) | PPV → LKB → KS | 2.456 | .178 | .018* | Supported |

*Note: significance level: *p < .05, **p < .001; PPV = Perceived political value similarity; LKB = Likability; TRT = Perceived trustworthiness; KS = Level of implicit knowledge sharing*
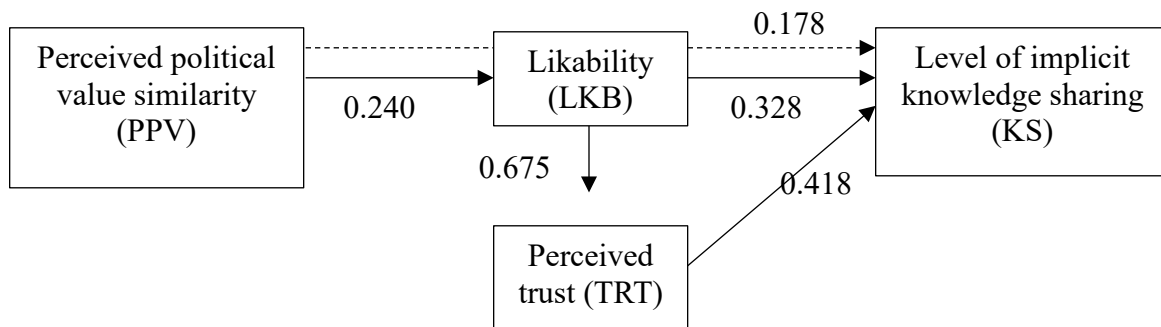


**Figure 2. Structural framework examination outcomes**

## DISCUSSION OF THE RESULTS

This paper's findings demonstrate that implicit KS within private firms is positively and indirectly impacted by perceived political value similarity about SMP postings. There is a gap between this study's outcomes and that of prior empirical work focusing on the Indonesian public sector (Yudhistira & Sushandoyo, 2020), which found that workers' propensity to perform tacit KS with their co-workers who exposed politics on SMP was unaffected by political publicity. It may be because among responders from private-halal firms, the more they are fond of a co-worker concerning his/her SMP

publicity about politics, the more likely that they will perform tacit KS with this co-worker because they observe her/his principles to be in the vein of their own. The outcome complements former studies that found private and public organizations have different cooperation characteristics (Tønnessen et al., 2021). According to Kurniawan et al. (2023), KS is more widespread and unrestricted in public organizations, whereas it flourishes in more constrained networks in private firms.

Moreover, Indonesia is a Muslim-majority nation where political postings on social media are greatly affected by the religious groups, which often have perceived value dissimilarities (Salahudin et al., 2020). Contrasting Muslim factions in Indonesia can only be unified when the political concerns of every faction are well-accommodated (Salahudin et al., 2020), a.k.a. when there is perceived value similarity among these different Muslim groups. Thus, it is understandable that this study's findings revealed the positive and significant effect of perceived political value similarity about SMP postings on the level of implicit knowledge sharing among individuals.

This study's outcomes display a positive and substantial association between perceived political value similarity and likeability. Responders who viewed their co-worker's political stances as having comparable values to their own will probably like her/him in person. The outcome reinforces those of previously published articles showing that perceived value disparity brought on by impolite publicity about politics on SMP (1) leads to response-escaping behavior among workers and their supervisors over office disagreements, (2) instigates societal anxiety and SMP weariness (Yang et al., 2022), and (3) immediately causes unfriending behavior or unlikability (Goyanes et al., 2021).

This paper's results also support the significant and positive relationship between trust and likability. It means that workers will probably trust their co-workers if they like them. The output reinforces that of former works, which showed that (1) trust is a key factor in determining the excellence of relationships at work and is strongly correlated with interpersonal likeability (Varma et al., 2021), and (2) co-workers are less likely to view employees who frequently discuss politics on SMP as trustworthy (Kaloydis et al., 2017).

The results of this study also show a strong and advantageous relationship between the level of implicit knowledge sharing and trust. It suggests that people will be more willing to disclose their implicit information with a co-worker they trust. This outcome supports the findings of earlier studies that established the substantial relationship between implicit KS and trust (i.e., Alves & Pinheiro, 2022; Haq et al., 2023; Malik et al., 2022; Umar et al., 2023; Xu et al., 2022).

The relationship between likability and willingness to share implicit knowledge has also been shown to be substantial and favorable in the research findings. The result is consistent with earlier research, which found that (1) responders' willingness to support and share information is negatively impacted by political publicity (Kaloydis et al., 2017), (2) the feeling of dislike brought on by interpersonal conflicts will occur and eventually diminish the KS amongst workfellows within firms (Butt, 2021), (3) the amount of likability toward employees' postings about politics substantially and favorably influences the level of implicit KS between workers and their co-workers, and (4) SMP utilization motivations, e.g., performing KS, are associated with engagement, e.g., likability (Jarman et al., 2021).

In conclusion, workers' perceived political value similarity will influence how they react to posts about politics made by their colleagues and, in turn, how willing they are to share implicit knowledge with them. It is in line with Kurniawan et al.'s (2023) assertion that problems do not just arise because of the existence of disagreement or the type of divergence; rather, they do so because of how people respond to the difference and deal with it when it takes place.

## IMPLICATIONS TO THEORY

Not many scholarly works address the connection between social-media publicity about politics and KS, and academic works addressing KS in private businesses are under-explored. Also, as the Indonesian private sector is rarely used in previously published articles, particularly regarding implicit KS

(Kurniawan et al., 2023), the study empirically examined Indonesian private-Halal firms to contribute to the knowledge management field.

The current paper offers findings that are novel and distinct from other work (Yudhistira & Sushandoyo, 2020) about the influence of perceived value similarity in political self-publication on readiness to carry out KS. The findings of this study support and strengthen the body of literature in the following ways:

- The intercorrelation of perceived political value similarity and likability is optimistic and substantially supports three other studies (Goyanes et al., 2021; Song et al., 2021; Yang et al., 2022). However, these studies examined this relationship from different contexts. For example, Song et al. (2021) employed a sample of 183 manager-worker pairs (not between co-workers like this study does) in the healthcare organization to analyze the intercorrelation between perceived dissimilarity and avoidance behavior, which are reverse variables from this study's variables.
- The considerable and positive relationship between likability and trust supports other studies (Kaloydis et al., 2017; Varma et al., 2021). Nevertheless, these works assessed the association from different perspectives. For instance, Varma et al. (2021) employed data from 117 Latin American respondents to find that likability due to cultural similarity positively affects host country nationals' eagerness to support expatriates as trust exists between both.
- The substantial and favorable relationship between trust and openness to perform KS is supported by earlier investigations (Alves & Pinheiro, 2022; Haq et al., 2023; Malik et al., 2022; Umar et al., 2023; Xu et al., 2022). Interestingly, those publications did not use the same design as this study's. For example, Umar et al. (2023) surveyed 247 respondents to assess this intervariable association within the public sector in Pakistan, not in the private sector like this study.

## IMPLICATIONS TO PRACTICE

The study shows that political publicity significantly affects implicit knowledge (KS). Hence, managers, particularly those in private firms, are strengthened to instruct their staff about the ramifications of publicity embedded in employees' SMP posts or news. In particular, the possibility of valence is reinforced because it may result in either negative or positive perceptions amongst the staff towards the workmate who posts. The staff's focus and bond with the exposers at work may also be impacted by the observation. Additionally, this study shows that workers' preparedness to execute tacit KS with a workmate who engages in politics-related publicity is strongly and indirectly influenced by perceived value similarity through their feelings of like for this colleague. Additionally, this article implies that a person's personality can influence how they react to political posts on SMP. It is difficult for the exposers to know the personality of each viewer of publicity in daily life. Workers' newfound knowledge can motivate them to use SMP responsibly and lessen the probability that they will disclose information that might make their co-workers feel or perceive anything unfavorably.

Furthermore, the findings of this paper provide practitioners in the Halal industry with new insights. According to Noorliza (2021), the knowledge capital or the degree of implicit knowledge held by human resources (such as skill, experience, education, information, and inventiveness) is crucial to the Halal business. In Halal logistics firms, for instance, the implicit knowledge capitals include highly skilled employees and interdisciplinary teams with experience in Halal logistics and business, Halal technical and management skills, and Halal proficiency and education or merge through hiring Halal experts and instructing halal standards (Noorliza, 2021). Managers and decision-makers in Halal businesses should be aware that their business operations will do well thanks to the implicit knowledge assets ingrained in their workforce and organization (Noorliza, 2021).

# CONCLUSION AND UPCOMING RESEARCH

To ascertain if political publicity on SMP can serve as a deterrent to KS in for-profit businesses, the research aims to evaluate the link between such publicity and implicit KS in organizations. In conclusion, this work demonstrates the significance and advantages of publicity about politics in determining implicit knowledge sharing. Responders will be willing to perform implicit KS with the co-worker if they believe this person shares similar beliefs.

Although this study provides new insights into KS behavior in private organizations in a developing country, the empirical findings cannot be generalizable. There is a need for further studies to examine if the results can be applied to different locations and organizations, as individuals' behaviors may vary according to the cultures of society and firms (Kurniawan et al., 2023). For example, the limitation of this study lies in using SMEs as the sample; thus, future works can use a similar conceptual framework in large companies to see the difference in the findings. There is a need for further studies to examine if the results can be applied to different locations and organizations, as individuals' behaviors may vary according to the cultures of society and firms (Kurniawan et al., 2023). For example, this study used SMEs as the sample as a limitation; thus, future works can use a similar conceptual framework in large companies to see the difference in the findings. Besides, this study focuses on exploring knowledge workers' behaviors in a Muslim-majority country of Indonesia, where there is a polarization among religious groups regarding social-media postings about politics, which may provide different results if the future work focuses on a Muslim-minority country. Furthermore, this study uses the Halal industry as the sample; future work can compare the results with those of the non-Halal industry to see the differences in knowledge workers' behaviors regarding the effect of political view similarity and the level of knowledge sharing at the workplace.

Moreover, this study focuses on examining KS behavior in a large context, i.e., Indonesia's Halal firms, which dominate the Indonesian economy (Sumarliah, S. U. Khan, & Khan, 2021; Sumarliah, Li, et al., 2022). The fact that much polarization research focuses on society at large and less on specific sectors of life, it is important and interesting to conduct similar studies in a specific workplace as political agreements and disagreements become so important and consequential in everyday lives. Furthermore, future research might take different approaches, and they might build on this report by examining the relationship between KS and publicity about politics in a public setting. Future research may potentially employ a qualitative technique to offer deeper insights into the same topic.

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# APPENDIX

## Table A1. Online survey duration

| | Age (years) | Log finishing duration | Finishing duration (minutes) |
|---|---|---|---|
| Maximum | 96 | 3.64 | 33.12 |
| Minimum | 19 | 0.48 | 1.66 |
| Standard error | 17 | 0.59 | 4.93 |
| Median | 46 | 1.87 | 6.18 |
| Average | 49 | 1.90 | 7.56 |

*Note: n = 317*

## Table A2. Questionnaire

*Instruction: Please specify whether the following aspects are indicated by yourself: very strongly agree (7), strongly agree (6), agree (5), neutral (4), disagree (3), strongly disagree (2), and very strongly disagree (1).*

| Variable | Measure | 7 | 6 | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|---|---|---|
| Perceived political value similarity (PPV) | As of my colleague's social-media postings about politics, I see that she/he assesses many topics in a similar manner as I do. | | | | | | | |
| | As for my colleague's social-media political postings, I realize that she/he views many issues like I do. | | | | | | | |
| | As for my colleague's social-media political postings, I think she/he has the same perspective and values as me. | | | | | | | |
| Likability (LKB) | I like this co-worker. | | | | | | | |
| | I think this co-worker can be my good friend. | | | | | | | |
| | I approve of this co-worker. | | | | | | | |
| | I respect this co-worker. | | | | | | | |
| Perceived trustworthiness (TRT) | My workmate is recognizable to be reliable, and I will support her/him in engaging in events that are difficult for other workmates. | | | | | | | |
| | I realize that my workmate is trustworthy in things that are fundamental to me. | | | | | | | |
| | I am sure my workmate can fulfill her/his promises to me. | | | | | | | |
| | When my workmate is with me, I become positive in coping with new situations. | | | | | | | |
| | I believe that my workmate will give positive responses if I disclose my mistakes to him/her. | | | | | | | |

| Variable | Measure | 7 | 6 | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|---|---|---|
| | When I express my problems to my workmate, I think he/she will react caringly even before I say it. | | | | | | | |
| | I know how my workmate will act daily because she/he is predictable. | | | | | | | |
| | I am at ease when my workmate makes decisions that affect me in person. | | | | | | | |
| | My workmate shows consistent actions. | | | | | | | |
| Level of implicit knowledge sharing (KS) | I strengthen my network via knowledge sharing on SMP and websites. | | | | | | | |
| | I like my existing office due to having a feeling of fitting in. | | | | | | | |
| | I prefer sharing knowledge with persons who react positively. | | | | | | | |
| | Sharing knowledge is easy for me, even with individuals who are more experienced than me. | | | | | | | |

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