



Research Article

Proposed Co-Working Space Plan for Work From Home Employees in Lipa City, Batangas

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ABSTRACT

The prolonged duration of pandemic and lockdowns in our country and the mental health problems of the work-from-home employees are increasing, and are affecting their productivity level and performance. This study investigated, given the above issues, if co-working spaces (CWS) can foster the coworkers' creative performance. Five variables were identified and analyzed to understand what factors influence the members' creativity, and to propose a CWS in a chosen community. Using quantitative research approach and an adopted questionnaire, the proponent conducted a survey in Manila, where CWS are most available. Regression analysis revealed that trust, community commitment, reciprocity, and perceived knowledge of self-efficacy have no statistical significance in predicting creative performance of coworkers. However, no fear of opportunism has a statistically significant effect in determining the coworker's creative performance in a CWS setting. Study also showed that attitude towards knowledge sharing and knowledge sharing behavior explained the significance of the variables to the growth of creative performance of the coworkers in CWS. Hence, the introduction of CWS in the community will be relevant to foster the coworker's creative performance. It is also recommended for future researchers to carry out research on a provincial or regional scale and to introduce the benefit of CWS to work from home employees and to other professional. In addition, it is also recommended to future researchers to consider adding variables to further understand the significance of CWS in the community.

INTRODUCTION

A. Background of the Study

COVID-19 started to spread around the globe in 2019 and it was considered as the utmost overwhelming crisis of the current times, with massive negative effects for organizations, economies, and workers around the world. By October 2021, roughly 243 million was infected by the virus worldwide, and 4.9 million deaths were recorded because of this (WHO, 2021). Professionals declared that the pandemic has affected the economy deeply, with deteriorating economic progression and declining employment projections. Different researches have proposed that the

undesirable effects of the COVID-19 pandemic and related control measures like lockdowns, working from home, and social distancing have caused stress, productivity loss, and anxiety (Choudhury et al., 2020; Margherita et al., 2021).

With the prolonged duration of pandemic and lockdowns in our country, the problem of mental health of the employees that are working from home (WFH) arises, which affects their productivity level while working from home. The study shows the value of co-working space (CWS) in the community. The study used the conceptual framework based on re-





search about factors influencing members' knowledge sharing and creative performance in co-working spaces (Kopplin & Rese, 2022). The framework illustrates different factors in evaluating knowledge sharing and creativity among the chosen community, who experienced being a member in CWS.

The community of concern in this research is a group of employees residing in Lipa City, who are working from home, were affected by the pandemic, and are dealing with a variety of distractions that are interfering with their productivity. Common problems in the community are no work-like balance between household and work, isolation, increased distractions, technological/logistical issues, lack of networking, and mental health challenges. According to Strack et al. (2021), 52% of over 5,000 Filipino respondents had started working remotely before the pandemic and the number spiked to 85% during the crisis. According to a study by Xiao et al. (2020), 55.1% of their 988 respondents experience two or more new mental health issues negatively affecting their work due to the abrupt change to WFH arrangements and government restrictions, The study provides further understanding and facts that show the benefits of CWS in the community. The study aims to understand the impact of each variable of CWS that can foster attitude towards knowledge sharing and creativity performance, and help members in achieving personal goals and growth.

B. Review of Related Literature

As nations implement different restrictions in an effort to lessen the number of cases infected with COVID-19, more people are changing their daily rou-

tines dramatically. It will take some time to get used to WFH setups, rising unemployment, online class, and less face-to-face time spent with friends, and family. These include, among other things, managing our anxiety of getting the infection and overcoming concerns about other people who might be more vulnerable. They can be especially difficult for persons who have mental illnesses (WHO, 2021).

According to the World Health Organization (WHO, 2021), 14% of the worldwide problems are on emotional and behavioral disorders, which affects approximately 450 million persons. According to WHO coronavirus dash board (2021) , at least 3.6 million people are overwhelmed by mental, neurological, or substance-abusing issues in the Philippines, according to the WHO Special Initiative for Mental Health launched in early 2020. Furthermore, the pandemic had a substantial influence on mental health in persons including the elderly, first responders, and those who already had health issues.

According to M. Akhavan et al., (2019) The exchange of information, informal conversations, teamwork, and other types of knowledge sharing interactions with others, along with financial advantages, are just a few ways that independent contractors and freelancers can profit from CWS. Forming a cooperative group is another way that employees who might not usually value the interpersonal aspect of a traditional firm workplace can gain something. (Akhavan et al., 2019). According to M. Akhavan, Et.,al (2019) regarding parents that are working from home who experienced different family-conflicts while working at home, it shows that CWS are regarded as ideal work-



places by employees. In this way, parents can find stability and expand their social networks. Furthermore, as a result of successful mediation mechanisms, user interactions are constantly evolving. These people gain emotional support, boost their productivity, and share their knowledge in CWS.

Factors influencing members' knowledge sharing and creative performance in coworking spaces (Alexandra Rese, Cristopher Siegfried Kopplin, & Caren Nielebock, 2020)

1. *Coworking space as knowledge sharing place:*

Contemporary coworking spaces originated in 2005 in San Francisco. These were places where the “third way” of working was found: a balance between the “standard” work life within a traditional, well-delimited workplace in a community-like environment, and an independent work life as a freelancer, characteristic of freedom and independence, where the worker is based at home in isolation (Niewiadomska, 2017). Sharing of spaces enhances networking and collaboration in cultural and creative industries on both formal and informal levels. Nevertheless, there is a lack of awareness concerning coworking spaces and their resilience through knowledge sharing in communities, especially in space–community–coworker interactions (Bednar et al., 2020). A coworking space is a new phenomenon. Therefore, most scholars have different perspectives on its meaning. One opinion is that coworking spaces are shared workplaces used by various professionals of different

spheres (Foertsch, 2017).

2. *Trust:* According to the study by Muhammad Sabbir Rahman et al. (2016), a workplace spirituality has a significant positive influence on knowledge sharing behavior, wherein trust is found to have a positive effect on the KSB in the workplace. When it comes to knowledge sharing, trusting people's benevolence consistently matters (Novitasari et al., 2021). When trust exist in a workplace, there is a significant effect on knowledge sharing and employee innovation. The existence of trust in workplace shows a positive influence on knowledge sharing and knowledge utilization in workplace and in fostering the knowledge sharing of an organization (Ouakouak and Ouedraogo, 2018).
3. *Community commitment:* The literature regarding community commitment proposes a close social relationship in CWS as generating identification. Community commitment is referring to members' attitudes regarding community (Hur et al., 2011) comprising of affective commitment, togetherness, attachment and belonging (Chiu et al., 2006; Sánchez-Franco & Roldán, 2015). According to Rese et. al. (2020), community commitment shows an important role in influencing knowledge sharing among individuals. Having an optimistic community involvement displays a positive effect on creativity. Convenience sharing and community building CWS tend to foster collaboration through knowledge sharing.



For CWS, community and its maintenance are elemental (Bouncken & Reuschl, 2018; Capdevila, 2013). Rus and Orel (2015) describe community commitment as an organizational device that “provides assurances to the self-employed members, so that the group in which they are investing themselves will have permanence and would not yield to free riding and opportunism”.

4. *Reciprocity*: In the context of knowledge sharing, reciprocity is considered an extrinsically motivating factor (Kankanhalli et al., 2005; Zhao et al., 2016). Reciprocity supports advice relations across organizational subunits, but not within. The effectiveness of reciprocity in knowledge sharing differs by other factors relating to team and individual interactions (Endres & Chowdhury, 2019). Zhang et al. (2017) studied the knowledge sharing motivation in communities and it revealed that reciprocity positively affect the knowledge sharing intention of professionals. The findings show a further understanding of individual motivations or intentions in knowledge sharing among professionals. Reciprocity is also found as a factor that positively affects individual creativity of coworkers (Rese et al., 2022), reciprocity demonstrates support for one another while highlighting the significance of knowledge sharing.
5. *No fear of opportunism*: According to the study of Rese et al. (2020) absent fear of opportunism is one of the major factors in predicting the attitude towards knowledge sharing of coworkers. This attitude towards knowledge

sharing affects the social atmosphere in CWS, that eventually leads to the creative performance of coworkers. The existence of uncertainty in CWS were perceived as barriers on knowledge sharing within members (Trier et al., 2017). The uncertainty affects the participation or willingness to knowledge sharing. It may be construed as benefits for some members, but may show inadequate return for other members. In CWS, they support shared value development in member management, to select proper coworkers towards knowledge sharing within CWS (Rese et al., 2020).

6. *Perceived knowledge sharing*: Self-efficacy is a person’s belief in his ability to succeed in a particular situation. It describes the determinants of how people think, behave, and feel (Cherry, 2022). A creative self-efficacy acts as relationship towards employees’ innovation and knowledge sharing (Hu et al., 2016), one of the characteristics of CWS. Individuals that are confident in their expertise and do believe that their specialized information is relevant or dependable in solving problems might have a good impact on knowledge sharing (Zhao et al., 2016).
7. *Attitude towards knowledge sharing (ATT-KS)*: According to Henttonen et al. (2016), knowledge sharing attitude shows a significant effect on the individual performance of workers, more significantly on highly educated members of an organization. Such factors are the reasons of professionals on why they choose CWS in achieving collaboration to achieve personal goals. A coworker chooses a



CWS based on individual business interests, exchange of ideas, and collaboration (Spinuzzi et al., 2019).

8. *Creativity*: According to the study by Rese et al. (2020), the presence of positive attitude towards knowledge sharing and knowledge sharing behavior in CWS shows a growth towards coworkers' performance that will greatly affect their output towards work. A central position of CWS allows a direct exchange and high individual openness to core values of coworkers, which positively affect the individual's creativity (Rese et al, 2022).
9. *CWS values collaboration for positive effect to coworkers*: The global trend of CWS impact on promoting a new climate for developing innovation is critical. CWS promises to promote innovative behavior of individual coworkers to positively affect creativity (Amir, 2020). The probability of positive knowledge sharing in CWS increases by reducing miscommunication and friction, and by uncovering the value of knowledge. Characteristics of CWS, including trust, reciprocal relationship, supportiveness, knowledge exchanged, and individual openness, show a positive coworking values that most coworkers choose (Rese et al, 2022). A coworker showing high-value orientation in CWS show an important role in creating a positive atmosphere in CWS, producing knowledge sharing and inspiring coworkers (Rese et al, 2022; Henttonent, 2016).

C. Research Frameworks

The conceptual framework of this study was anchored on the study of Rese et al. (2020), "Factors influencing members' knowledge sharing and creative performance in coworking spaces." The model represented that trust, community commitment, reciprocity, no fear of opportunism, and perceived knowledge of self-efficacy shows significant influence to attitude toward knowledge sharing (ATT-KS) and knowledge sharing behavior (KSB) of coworkers towards creative performance growth in CWS. Based on the results, the influencing factors (trust, community commitment, reciprocity, no fear of opportunism, and perceived knowledge self-efficacy) shows a significant effect towards the independent variables (ATT-KS and KSB). It was also discovered that ATT-KS and KSB have a significant effect in CWS towards the improvement of coworker's creativity in CWS.

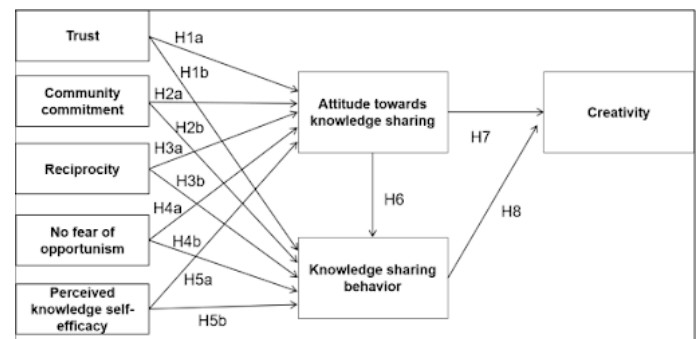


Figure 1. Conceptual Framework

Source: Factors influencing members' knowledge sharing and creative performance in coworking spaces (Alexandra Rese, Cristopher Siegfried Kopplin, & Caren Nielebock, 2020)

This study shows the important benefit of having CWS towards the development of coworkers, which is referred to as creativity. Trust, community commitment, reciprocity, no fear of opportunism and perceived knowledge of self-efficacy are the influencing factors in determining the ATT-KS and KSB of



coworkers towards the improvement of creativity of members in CWS.

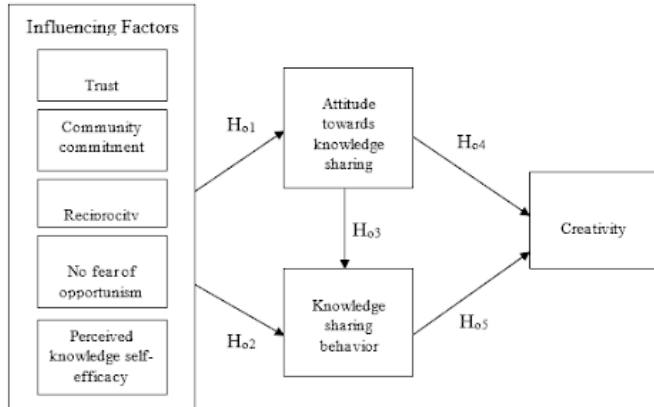


Figure 2. Operational Framework

The operational framework aims to measure and to show the significance of CWS to coworkers towards their creative performance growth. The target respondents of this study are members of CWS who have an experienced in knowledge sharing settings. The study aims to prove the benefit in having a CWS in the community for the enhancement of creativity of employee while working outside the office. Based on the operational framework, the main objective of this study is to determine the significance of variables to creative performance of coworkers in Manila, Philippines. The study aimed to answer the following specific objectives:

1. To determine whether trust, community commitment, reciprocity, no fear of opportunism and perceived knowledge of self-efficacy have no significant influence on attitude toward knowledge sharing;
2. To determine whether trust, community commitment, reciprocity, no fear of opportunism and perceived knowledge of self-efficacy have no significant influence on knowledge sharing

behavior;

3. To find out if attitude towards knowledge sharing have no significant influence on knowledge sharing behavior;
4. To find out if attitude towards knowledge sharing have no significant influence on creativity;
5. To assess if knowledge sharing behavior have no significant influence on creativity; and
6. To propose a program for creative performance towards the development of co-working space for WFH employees.

In relation to these objectives, the following are the research hypotheses:

H₀₁: Influencing factors (trust, community commitment, reciprocity, no fear of opportunism and perceived knowledge of self-efficacy) have no significant influence on attitude toward knowledge sharing.

H₀₂: Influencing factors (trust, community commitment, reciprocity, no fear of opportunism and perceived knowledge of self-efficacy) have no significant influence on knowledge sharing behavior.

H₀₃: Attitude towards knowledge sharing has no significant influence on knowledge sharing behavior.

H₀₄: Attitude towards knowledge sharing has no significant influence on creativity.

H₀₅: Knowledge sharing behavior has no significant influence on creativity.

MATERIALS AND METHODS

The proponent used a descriptive casual research design to identify the cause-and-effect relationship



between variables, and to provide conclusive results that can answer the research problem. A regression test was done to know the influences of independent variables (trust, community commitment, reciprocity, no fear of opportunism, and perceived knowledge of self-efficacy) to the dependent variables (ATT-KS and KSB) and to explain the variability in the dependent variables.

The survey questionnaire was anchored from Rese et al. (2020) and was sent to coworkers engaged in CWS in Manila, Philippines. Data from previous surveys revealed that from 52% WFH employees, number spiked to 85% during the COVID-19 crisis.

Convenience sampling was used in finding the 153 respondents since there are a lot of available CWS in Manila. The respondents usually choose CWS which is accessible and has flexible location. The questionnaires were distributed through both social media platforms and face-to-face. The proponent prepared a google form for the participants to answer at their most convenient time. Referral from coworkers to other coworkers was also done to increase the number of respondents and to make the collection of data quicker.

There is a consent cover letter found in the front page of the questionnaire, stating the request of the proponent to answer the questions and the reminder regarding voluntary participation. The questionnaire was then divided into three parts: The first part is about the demographic information of the respondents, while the last two parts are about their perceptions on the factors that influence creative performance of the

coworkers in CWS.

Table 1. Questionnaire Specification

Parts	Variable	Item No.
1.0	Demographic Profile	
2.0	Trust	1 – 6
2.1	Community Commitment	7 – 11
2.2	Reciprocity	12 – 14
2.3	No Fear of Opportunism	15 – 17
2.4	Perceived Knowledge Self-Efficacy	18 – 21
2.5	Attitude towards Knowledge Sharing	22 – 28
2.6	Knowledge Sharing Behavior	29 – 36
3.0	Creativity	37 – 42

The survey used a 7-likert scale measurement ranging from 1 as ‘strongly disagree’ to 7 as ‘strongly agree’. The questions measuring the factors were tested for reliability. Cronbach alpha values of 0.60 – 0.70 are acceptable, however values greater than 0.70 are highly recommended (Rese et al, 2020). Based on the reliability test from the anchored study of this paper, the results revealed that all variables’ Cronbach’s alpha values are acceptable (Table 2), which means that the items meet the standard.

Table 2. Construct Reliability and Validity Statistics

Construct	Cronbach Alpha
Trust	0.898
Community Commitment	0.894
Reciprocity	0.609
No Fear of Opportunism	0.848
Perceived Knowledge of Self-Efficacy	0.832
Attitude towards Knowledge Sharing	0.902
Knowledge Sharing Behavior	0.938
Creativity	0.911

To present, interpret, and analyze the research data, different statistical tools were utilized. To describe the demographic data of the respondents, frequency counts, and percentage was applied. The responses to factors influencing coworkers’ ATT-KS and KSB in CWS were analyzed using mean scores (Table 3) and standard deviation. To determine which factors significantly influence ATT-KS and KSB, multiple regression analysis was used. This allows the researcher



to analyze the estimation of multiple and interrelated dependence relationships with the ability to represent unobserved concepts in these relationships (Chen & Lei, 2017). Moreover, path estimates were used to examine the influence of factors to the independent variables. It was also used to determine the influence of ATT-KS to KSB, ATT-KS to creativity, and KSB to creativity. The findings were interpreted based on the following: if the p-value ≤ 0.05 the null hypothesis will be rejected (Cleophas et al. , 2016). A p -value of less than .05 would indicate significant influence (Badawi & Fraz, 2018).

Table 2. Construct Reliability and Validity Statistics

Rating Scale	Response	Descriptive level
1.00 – 1.86	Strongly disagree	Very Low
1.87 – 2.72	Somewhat disagree	Low
2.73 – 3.58	Disagree	Somewhat Low
3.59 – 4.44	Neutral	Moderate
4.45 – 5.30	Agree	Somewhat High
5.31 – 6.16	Somewhat agree	High
6.17 – 7.00	Strongly agree	Very High

The researcher complied with the requirements of ethical standards, including but not limited to voluntary participation, anonymity and confidentiality. The respondents will be informed of the details in a written consent form. All respondents were also given choices to take part without any form of exploitation or pressure to partake the survey. The researcher guaranteed the respondents with utmost confidentiality that the provided details will neither be sent nor sold to any person or organization.

The academic institution’s learning resource center will gain a copy of this study upon its completion, so that future researchers and stakeholders may maximize the results and recommendations of this thesis. Also, the results may be shared to anyone, giv-

en that a written letter of request is provided.

RESULTS AND DISCUSSION

Table 4 shows the 153 respondents’ profile in terms of education, occupation, size of co-working space, and importance of co-working values. The respondents education is predominantly with bachelor’s degree with 120 frequency or 78.4% distribution, followed by those with master’s degree. The occupation shows that the respondents are mostly employed in an enterprise with 6-99 employees, with a frequency of 60 respondents or 39.2%, and followed by freelancers with a frequency of 52 respondents or 34%. The most frequent size of the CWS can occupy more than 100 members, with 60 respondents or 40.5%, showing that coworkers preferred large CWS. The results show that the respondents chose community (59 frequencies or 38.6%) and accessibility (25 frequencies or 16.3%) as important co-working values, while sustainability shows the lowest rating with a 6 frequency from respondents or 3.9%. According to Moreno (2020), CWS is a setting were nurturing community and developing the feeling of partnership and belonging to their flexible workspace community are extremely important. According to Tomagan (2019), CWS is the first frontier of work flexibility that allows professionals to work on easy access without being confined to the walls of a traditional office.

Table 4. Demographic Profile of Coworkers

Description	Frequency	Distribution (%)
Education		
Phd	2	1.3
Diploma	1	0.7
Masteral Degree	30	9.6
Bachelor Degree	120	78.4
Occupation		
Freelancer	52	34.0
Entrepreneur	29	19.0
Enterprise with up 5 employees	3	2.0





Enterprise with up to 6-99 employees	60	39.2
Enterprise with more than 100 employees	8	5.2
Missing	1	0.7
Size of Co-working space		
Less than 10	49	32.0
Less than 50	30	19.6
More than 100	62	40.5
Do not know	12	7.8
Importance of co-working values		
Collaboration	25	16.3
Community	59	38.6
Sustainability	6	3.9
Openness	7	4.6
Accessibility	56	36.6
Total	153	100.0

Table 5 presents the descriptive data on the respondent's perception on the level of trust in knowledge sharing. The results show that the respondents highly perceived trust. The highest result of the factor has a mean = 5.60 "all members are honest and sincere in dealing with me about knowledge." The lowest result has a mean = 5.40 "all members always keep their promises to me. A high degree of trust between individuals or group members shows openness to provide knowledge and benefit mutual learning (Chang & Chuang, 2011). The primary reasons for coworkers to join CWS are based on community, interaction, and mutual support between coworkers (Fuzi et al., 2014). The result highlights the importance of trust for knowledge sharing among members.

Table 5. Perception on Trust

Trust	Mean	Std. deviation	Interpretation
All members are honest and sincere in dealing with me about knowledge.	5.60	.53	Highly perceived
Nobody takes advantage of my knowledge.	5.44	.67	Highly perceived
All members deal constructively and carefully with my information.	5.43	.74	Highly perceived
The information I receive is accurate at all times.	5.43	.73	Highly perceived
All members always keep their promises to me	5.40	.72	Highly perceived
Composite mean	5.46	.55	Highly perceived

Table 6 presents the descriptive statistics on the respondent's perception on the level of community commitment. The respondents highly perceived community commitment as a factor in increasing the creativity of coworkers' in CWS. The highest mean in community commitment determinants is "I have many friendly relationships" with a mean of 5.77,

while the lowest determinant is "I have an emotional attachment to the other members of the CWS" with a mean of 5.39. A community commitment is described as an organizational factor that provides assurance to coworkers that the group they are collaborating with would not exist as a free riding opportunistic member. The highlight of the result shows a high value of collaborative community such as contribution, concern, honesty, and collegiality (Spinuzzi et al., 2019).

Table 6. Perception on Community Commitment

Community Commitment	Mean	Std. Deviation	Interpretation
I have many friendly relationships.	5.77	.53	Highly perceived
I identify strongly with my CWS.	5.46	.73	Highly perceived
I have a strong sense of belonging to the CWS.	5.45	.62	Highly perceived
My opinion is highly value in the CWS.	5.41	.70	Highly perceived
I have an emotional attachment to the other members of the CWS.	5.39	.71	Highly perceived
Composite Mean	5.50	.53	Highly perceived

Table 7 presents the descriptive statistics on the respondent's perception on the level of reciprocity. The respondents highly perceived reciprocity as a factor, based on the result of the survey regarding the experience in using CWS and the perception of coworkers towards reciprocity in CWS. The highest perceived determinant is "when I receive help in my co-working space, it is only right to help the others as well" with a mean of 5.73, compare to the lowest perceived determinant "members in my co-working space would help me if I need it" with a mean of 5.47. Reciprocity is considered as a motivating factor in knowledge sharing. The interpretation of the result regarding reciprocity shows that if the expected return is equal or exceeds the own contribution. If the perceived expectation will show a positive value, the motivation of knowledge sharing will increase (Hendriks, 1999).

Table 7. Perception on Reciprocity

Reciprocity	Mean	Std. Deviation	Interpretation
When I receive help in my co-working space, it is only right to help the others as well	5.73	.53	Highly perceived
Solidary between members is a high priority in my co-working space.	5.52	.68	Highly perceived
Members in my co-working space would help me if I needed it	5.48	.69	Highly perceived
Composite Mean	5.57	.56	Highly perceived



Table 8 presents the descriptive statistics on the respondent’s perception on the level of no fear of opportunism. The respondents highly perceived an absent fear of opportunism as a factor in the increase of creativity in CWS. The highest perceived determinant is “others are honest about sharing knowledge” with a mean of 5.64, while the lowest perceived determinant is “others are not taking advantage of my knowledge” with a mean of 5.37. The exchange of valuable resources comes with a risk of opportunism with other members, thus the exchange will be difficult to control. The results show that honesty of members reveals a low tendency for opportunistic behavior in the CWS. Reciprocity supports the advice relations across organizational subunits, but not within. The effectiveness of reciprocity in knowledge sharing differs by other factors relating to team and individual interactions (Endres & Chowdhury, 2019; Zhang et al. 2017)

Table 8. Perception on No Fear of Opportunism

No fear of Opportunism	Mean	Std. Deviation	Interpretation
Others are honest about sharing knowledge	5.65	.60	Highly perceived
I receive a fair return for sharing my knowledge	5.44	.73	Highly perceived
Others are not taking advantage of my knowledge	5.38	.69	Highly perceived
Composite Mean	5.49	.60	Highly perceived

Table 9 presents the descriptive statistics on the respondent’s perceived knowledge of self-efficacy. The respondents highly perceived knowledge of self-efficacy as a factor in the increase of creativity in CWS. The highest result based on the mean is “I have a lot of valuable information that is interesting for my co-working space”, while the lowest perceived indicator is “My knowledge has increased the productivity of others in my co-working space” with a mean of 5.37. The highly perceived knowledge of self-efficacy of coworkers is an important factor for motivational knowledge sharing in CWS. The uncertainty

affects the participation or willingness to knowledge sharing. It may present as benefits for some members, but shows an inadequate return for other members. In CWS, they support shared values development in member management to select proper coworkers towards knowledge sharing within CWS (Rese et al., 2020). Since CWS is based on collaboration, the highly perceived interpretation of self-efficacy will positively affect the willingness to share knowledge in CWS (Bouncken, and Reuschl, 2018).

Table 9. Perceived Knowledge of Self-Efficacy

Perceived Knowledge of Self-Efficacy	Mean	Std. deviation	Interpretation
I have a lot of valuable information that is interesting for my co-working space	5.70	.57	Highly perceived
My knowledge has already helped others in my co-working space to solve problems	5.42	.80	Highly perceived
My knowledge has already brought about new business ideas in my co-working space	5.38	.74	Highly perceived
My knowledge has increased the productivity of others in my co-working space	5.37	.76	Highly perceived
Composite Mean	5.47	.62	Highly perceived

Table 10 presents the result regarding the KS-ATT of a member towards another member or in the CWS. KS-ATT shows a highly perceived interpretation based on the response of how they perceived knowledge sharing in CWS. The highest perceived items is “knowledge sharing in the coworking space is an enjoyable experience” with a mean = 5.89, while the lowest perceived item is “knowledge sharing in the co-working space is pleased” with a mean = 5.81. Such factors are some reasons on why professionals choose CWS in achieving collaboration to achieve personal goals. A coworker chooses a CWS based on individual business interests, exchange of ideas, and collaboration (Spinuzzi et al., 2019).

Table 10. Perception on Attitude Towards Knowledge Sharing

Attitude Towards Knowledge Sharing	Mean	Std. Deviation	Interpretation
Knowledge sharing in the co-working space is an enjoyable experience	5.89	.52	Highly perceived
Knowledge sharing in the co-working space is useful	5.86	.61	Highly perceived
Knowledge sharing in the co-working space is fun	5.84	.59	Highly perceived
Knowledge sharing in the co-working space is valuable	5.80	.61	Highly perceived
Knowledge sharing in the co-working space is resourceful and creative	5.80	.57	Highly perceived
Knowledge sharing in the co-working space feels good	5.75	.63	Highly perceived
Knowledge sharing in the co-working space is pleasant	5.73	.51	Highly perceived
Composite Mean	5.81	.46	Highly perceived





Table 11 presents the result regarding the knowledge sharing behavior of a member towards another member in the CWS. Knowledge sharing behavior shows a highly perceived interpretation, based on the respondents on how they perform knowledge sharing in CWS. The results show that the highest perceived determinant is “in my co-working space I frequently share my knowledge with others” with a mean = 5.74, and the lowest perceived determinant is “in my co-working space I frequently share my knowledge with others” with a mean = 5.34. Knowledge sharing determined the willingness, and commitment of professional in representing the individual knowledge sharing behavior to create a better business strategy of the workplace (Razek et al., 2016).

Table 11. Perception on Knowledge Sharing Behavior

Table with 4 columns: Knowledge Sharing Behavior, Mean, Std. Deviation, Interpretation. Rows include various statements about knowledge sharing in co-working spaces and a composite mean.

Table 12 presents the result regarding the perception of members towards knowledge sharing creativity in CWS. Result show that respondents highly perceived creativity The results show that the highest perceived determinant is “knowledge sharing in my co-working space is a good source of new creative ideas for me” with a mean = 5.91, and the lowest perceived determinant is “knowledge sharing in my co-working space increases the number of my creative ideas”, with a mean = 5.71. According to the study of Rese et. al (2020), the presence of a good attitude toward knowledge sharing and knowledge sharing behavior in CWS indicates an increase in colleague performance, which will have a significant impact on

their output toward work.

Table 12. Perception on Creativity

Table with 4 columns: Creativity, Mean, Std. Deviation, Interpretation. Rows include statements about knowledge sharing in co-working spaces and a composite mean.

Regression Analysis

Table 13 presents information on trust, community commitment, reciprocity, no fear of opportunism and perceived knowledge of self-efficacy as predictor variables of attitude toward knowledge sharing. The adjusted R2 of 0.166 indicates 16.6 percent of variance in KS-ATT can be predicted by measures of trust, community commitment, reciprocity, no fear of opportunism and perceived knowledge of self-efficacy. Further, no fear of opportunism has significant effects on attitude towards knowledge sharing with p-value of 0.004 while trust, community commitment, reciprocity, and perceived knowledge of self-efficacy have insignificant effects, with p-values of 0.095, 0.218, 0.141, and 0.146 towards knowledge sharing attitude during the COVID 19 crisis, respectively.

Table 13. Factors Influencing ATT-KS

Table with 5 columns: Unstandardized B Coefficients, Standardized B Coefficients, P-Value, Interpretation. Rows include Constants, Trust, Community Commitment (CC), Reciprocity, No Fear of Opportunism (NFO), and Perceived Knowledge of Self-Efficacy (PKS).

Dependent Variable: Attitude towards Knowledge Sharing

Table 13 shows the estimated regression model for Attitude towards Knowledge Sharing is: KS-ATT = 4.160 - 0.222 Trust + 0.187 CC + 0.174 Reciprocity + 0.319 NFO – 0.162 PKS





The regression equation shows that measures of trust, community commitment, reciprocity, no fear of opportunism and perceived knowledge of self-efficacy have an influence on attitude toward knowledge strategy. A 1-unit increase in the community commitment, and reciprocity result in a 0.187 and 0.174 increase in ATT-KS respectively.

These effects are not statistically significant at p-value > 0.05. A 1-unit increase in no fear of opportunism results in a 0.319 increase in ATT-KS and this effect is statistically significant at p-value > 0.05. However, 1-unit increase in trust and perceived knowledge of self-efficacy resulted in a 0.222 and 0.162 decrease in ATT-KS. These effects are not statistically significant at p-value > 0.05. According to the regression analysis, this indicates that the factors influencing ATT-KS had no significant effect in creative performance of coworkers. The results show a minimal significance of factors to the dependent variables. This result was backed up by the study of Rese et al. (2020) wherein ATT-KS exist as long as there is no fear of opportunism within the group. Members of structurally diverse work groups engage in knowledge sharing, wherein their performance will improve because of the active change of knowledge through other sources. Evaluating our path model, KS indeed influences coworkers' creativity.

Table 14 shows the information of trust, community commitment, reciprocity, no fear of opportunism and perceived knowledge of self-efficacy and their influence on behavior toward knowledge sharing. A 1-unit increase in trust, and no fear of opportunism result in a 0.096 and 0.031 increase in KSB, respectively.

These effects are not statistically significant at p-value > 0.05. A 1-unit increase in community commitment, and perceived knowledge of self-efficacy results in a 0.502, and 0.533 increase in KSB, respectively, and this effect is statistically significant at p-value < 0.05. However, 1-unit increase in reciprocity resulted in a 0.298 decrease in KSB. This effect is also statistically significant at p-value<0.05. The results indicate that the factors significantly affect KSB of coworkers in CWS. The result was supported by the study of Rese et al. (2020) that ATT-KS and KSB in CWS improve the coworkers' creativity. Thus, behavior and attitude differ in positive impact dependent on the level of independent variables towards dependent variables. According to Silverman et al. (2016), a person's behavior is determined by their intention to perform the behavior and that intention is, in turn, a function of their attitude toward the behavior and subjective norms. Thus, sharing knowledge and intention differ on how coworkers show behavior in CWS settings.

Table 14. Factors influencing knowledge sharing behavior

	Unstandardized B Coefficients	Standardized B Coefficients	P-Value	Interpretation
Constant	0.730		0.098	
Trust	0.096	0.076	0.536	Not Significant
Community Commitment	0.502	0.379	0.005	Significant
Reciprocity	-0.298	-0.240	0.031	Significant
No Fear of Opportunism	0.036	0.031	0.781	Not Significant
Perceived Knowledge of Self-Efficacy	0.533	0.473	0.000	Significant
R ² = 0.508	F-value = 30.391		P-value = 0.000	

Dependent Variable: Behavior towards Knowledge Sharing

The table 15 shows that attitude towards knowledge sharing had a significant effect on knowledge sharing behavior of the respondents. A 1-unit increase in KS-ATT results in a 0.259 increase in KSB and it is statistically significant at p-value < 0.05. While, table 16 shows that attitude towards knowledge sharing had a significant effect on creative performance of the coworkers. A 1-unit increase in KS-ATT results in a 0.479 increase in creativity and it is statistical-



ly significant at $p\text{-value} < 0.05$. According to the regression analysis, the results show that ATT-KS had a significant effect towards KSB and creativity of coworkers in CWS. The regression analysis indicated that ATT-KS and KSB explained the significance of the variables to the growth of creative performance of the members in CWS. This was in some way related to studies by many authors who noted that, while there have been useful discoveries regarding creative performance, there have been certain limitations. A favorable impact of knowledge sharing in boosting creativity has been examined and established in some studies of the knowledge sharing literature. The stimulation of creativity is highlighted as a fundamental benefit when defining CWS by Bilandzic and Foth (2013) and Fuzi et al. (2014). Several creative activities such as collaboration, inspiration, thinking, sharing and exploration (Fuzi et al., 2014) are highlighted. “Openness,” one of coworking’s basic values, reflects the importance of knowledge sharing in terms of ideas (Fuzi et al., 2014). Capdevila (2013) suggests heterogeneity in coworkers’ knowledge base, offering different mindsets.

Table 15. Effect of Attitude towards Knowledge Sharing on Knowledge Sharing Behavior

	B Coefficients	P-Value	Interpretation
Constant	3.950	0.000	
Attitude towards Knowledge Sharing	0.260	0.040	Significant
$R^2 = 0.03$			
F-Value 4.510 P-Value = 0.350			

Dependent Variable: Knowledge Sharing Behavior

Table 16. Effect of Attitude towards Knowledge Sharing on Creativity

	B Coefficients	P-Value	Interpretation
Constant	3.020	0.000	
Attitude towards Knowledge Sharing	0.480	0.000	Significant
$R^2 = 0.22$			
F-Value 42.300 P-Value = 0.000			

Dependent Variable: Creativity

Table 17 shows that knowledge sharing behavior has a significant effect on the creativity of the coworkers. A 1-unit increase in KS-ATT results in a 0.277 increase in KSB and it is statistically significant at $p\text{-value} < 0.05$. According to the regression

analysis, it indicates that knowledge sharing behavior contributed to the growth of creative performance of coworkers in CWS. The result was backed up by the study of Rese et al. (2020), wherein the result shows a significant effect of ATT-KS and KSB to creative performance of coworkers. The results indicate that KSB had a significant effect towards the growth of creative performance of coworkers.

The regression analysis results show a significant effect towards the knowledge sharing in CWS. Wherein, the results statistically shows that ATT-KS and KSB had a significant effect on the growth of creative performance of coworkers in CWS. According to the study of Rese et al. (2022), CWS allows the direct exchange and high individual openness to core coworking values positively affects the knowledge sharing of coworkers’ individual creativity. And, the CWS for creativity is a somewhat balanced composition of coworkers’ working in a team.

Table 17. Effect of Knowledge Sharing Behavior on Creativity

	B Coefficients	P-Value	Interpretation
Constant	4.290	0.000	
Knowledge Sharing Behavior	0.280	0.000	Significant

CONCLUSION AND RECOMMENDATIONS

The study is conducted to determine the effect of factors to the creative performance of coworkers from Manila in a CWS setting. The data describe a typical co-working setting with a varied range of origins and high educational expectations. According to the literature, creative performance is a desirable asset, and workers in different sectors value CWS membership. The research provides a quantitative result that links ATT-KS and KSB to creative performance, demonstrating a high interpretation relationship.





The main purpose of the study is to investigate if the dependent variables (trust, community commitment, reciprocity, no fear of opportunism, and perceived knowledge of self-efficacy) have an effect to the dependent variables (ATT-KS, and KSB) and determine the influence of the dependent variables to the growth of creative performance of coworkers.

The results in the survey showed that the highly perceived trust, community commitment, reciprocity, no fear of opportunism and perceived knowledge of self-efficacy had an influence on the dependent variables. Thus, the results show a high interpretation, wherein Ho1 is rejected. With a high composite mean and high interpretation that shows significant influence on ATT-KS and KSB. The absent fear of opportunism was found to be one of the major predictors of ATT-KS in CWS.

In addition, the results indicate that ATT-KS had a significant effect on the growth of creative performance of coworkers' in CWS settings. Thus, rejecting Ho2. A favorable impact of knowledge sharing in boosting creativity has been examined and established in some studies of the knowledge sharing literature. The stimulation of creativity is highlighted as a fundamental benefit when defining CWS by Bilandzic and Foth (2013) and Fuzi et al. (2014).

Furthermore, according to the regression analysis, it indicates that knowledge sharing behavior contributed to the growth of creative performance of coworkers in CWS. Thus, Ho3 is not supported. The result was backed up by the study of Rese et al. (2020), wherein the result shows a significant effect of ATT-

KS and KSB to creative performance of coworkers. The results indicate that KSB had a significant effect towards the growth of creative performance of coworkers. Lastly, the results show a significant result of ATT-KS and KSB towards the growth of creative performance of coworkers in CWS, therefore rejecting Ho3 and Ho4.

The future researcher and CWS providers need further investigation for guidelines on how to foster creative performance of coworkers in CWS, and more research is needed regarding the appearance, development, and characteristics of these knowledge-attitude factors. The essentials of CWS enabling creativity for the members should be analyzed in more detail regarding their ability to support community development. Furthermore, the effects of knowledge management services and learning programs on coworkers' creative performance might be studied for better support of CWS.

Other aspects of running the results of the data show a significant effect of KS-ATT and KSB towards the growth of coworkers on creative performance. It shows the importance of CWS in the community. The study recommends adding variables to support the existing factors in influencing ATT-KS and KSB of coworkers in CWS to develop or improve the investigation that can benefit the growth of creativity in CWS. Concerning the effectiveness of a goal-oriented approach to improving coworker creativity.

Lastly, based on the result of ATT-KS and KSB that shows significance to the growth of creative performance. The study proves evidence that creativity



is one of the benefits of CWS can positively affect the performance of coworkers towards their work. To the future researchers, government institutions and investors, it is recommended to adapt or propose a program based in Lipa City, that will guide the WFH employees towards positive growth of creative performance of members. The impact of coworkers' professional networks both inside and outside the CWS on knowledge sharing should be examined thoroughly in proposing or adapting the program.

This study was conducted within Manila, Philippines where most of the CWS are located. The findings in the study can be significant in location and culture of the area. The sample size is still or rather small, consisting of 153 respondents from the membership of CWS. They may only reflect the insights of respondents in Manila, and not represent the general public. A quantitative perception from a larger and international sample would be helpful to verify the findings. Moreover, the sample has the possibility of biases regarding CWS and respondent selection.

CWS has the ability to enhance and foster creativity among its members, according to the study. CWS providers, on the other hand, require rules on how to create community commitment, development, and innovative performance growth qualities. The effects of knowledge management services, including as learning programs, on coworkers' creative performance could also be investigated (Bouncken & Aslam, 2019). The duration of the investigation was conducted in the height of the COVID-19 crisis which affects the collaboration of coworkers in CWS because of health protocols implemented by the government (Antonio

et. al., 2021).

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