



# Concurrence of Employees' Knowledge Sharing Behavior aligning Organisational notions

Sadhna Chauhan<sup>1</sup>, B. K. Punia<sup>2</sup>

<sup>1</sup>Assistant Professor, Chandigarh Group of Colleges, (Mohali) PUNJAB- 140307(INDIA)

<sup>2</sup>Professor, Guru Jambheshwar University of Science and Technology, Hisar-125001

## ABSTRACT

*With the increase in number of organisations and institutions have realised the importance of simulated learning to embolden knowledge sharing for competitive advantage. Knowledge has become one of the vital factor which further leads to organisation's impetus and works as a part and parcel with the enterprise's effectiveness and competitiveness of its actions and behavior. These days' organisations highlighting upon to create new knowledge to retort swiftly and effectively to a changing environment which cultivates from organizational knowledge sharing behavior (KSB). Conversely, this job cannot be simply achieved through grouping employees and influencing them to share their knowledge. The current study is focused on how knowledge sharing behavior of employees is affected by organisational culture, and reward system. The main concept lies on the fact to find out the relationship among organisational culture and reward system with respect to knowledge sharing behavior. The research is based on primary data collected from Indian service organisations with the help of structured questionnaire.*

**Keywords:** Knowledge sharing behavior, culture, reward, Indian organisations

## INTRODUCTION:

Today post-industrial organisations have formed as in knowledge based organisations and their success depends upon sharing and creating new knowledge from the available resources. Knowledge is an imperative organizational asset and its significant influence in business operations is increasing day by day. Knowledge sharing practice in organisations has often been stressed as a necessary tool for success and sustainability to achieve goal. Today's circumstance, emphasized on one of the major determinants that have been considered for knowledge sharing are organizational culture, its technology and rewards. The culture of an organization can be favourable or non-favourable and strong or weak for creating a knowledge sharing culture which further leads to have an implication, that it can have positive or negative contributions in knowledge sharing within the work environment. Organisation culture includes employees from top to bottom level i.e. managers, supervisors, knowledge officers and most importantly employees or workers who participate in day to day work life of an organisation. Culture plays an essential role in handling the organizational changes within the organization, Culture also indulge enterprise's policies, goal, and its objective to gain competitive advantage. The knowledge

sharing behavior among employees is affected by organisational culture through trust, learning, and innovation. Therefore, researchers have tried to find out the essential role of culture within organizations. Organizational culture works as a major key in order to create knowledge management system along with knowledge sharing successfully in the enterprises, (Alam, et. al 2009). Organisational culture when link up with knowledge sharing behavior of employees it ought to be innovative, emphasis on teamwork with fellow workers, and emphasis on people with a learning environment. Rewards grosses an important role in enhancement of one to work even more enormously. In the segment to facilitate knowledge sharing, rewards are tools to support the culture, (Wei, et. al 2012). Everyone is looking into the return that individuals are investing in terms of their performance. Rewards may come into two forms. They are intrinsic rewards and extrinsic rewards. Either of the two must be needed in order to promote a good behavior of knowledge sharing behavior among employees. Reward is one of the most effective method of encouraging employees to share their knowledge to other employees (Alam, et. al (2009). It has been found out that knowledge has been more frequently carried to other individuals when there is monetary rewards, however, if for instance the system of reward has been withdrawn, it decreased also the status of knowledge sharing of the employees in the firm.

### Literature Review

Simon (1976) emphasized on the fact that organizations does not possess any learning captions by their own or does not have learning capabilities. They need to focus upon their employees who learn and share the knowledge and also make it visible for the other people to use it. Bohn (2000) stated that facilitation of knowledge sharing behavior among the employees of an organisation will bring an increase in the creativity and innovative performance of the individuals, also help in order to decrease the resources spent on organisational possessions. If we want to gain competitive advantage knowledge should be shared vigorously to those who are in need to create ideas of it. The speed at which knowledge circulates in an organisation is gradually more critical for the approach in which company is running. Ojha (2003) cited that marital status and education of the employees does not have significant impact upon the knowledge sharing. Kwakye and Nor (2010) publicized that individuals are often unwilling in sharing the unique knowledge rooted in one's mind because of individual intents as well as the societal forces. Organisational culture, reward, trust, reputation and technology within the organization are responsible for reluctance of knowledge sharing. Amin (2011) explored that knowledge sharing acts as the key element in the process of knowledge management. It deliberate the several factors like organizational structure, organizational environment, size of the organization, technology of the organization, reward policy, and job which have direct impact on knowledge sharing behavior within the organization which are imperative for sharing process. Sajeve (2014) shed light on the importance of rewards in terms of respect and recognition and trust are accredited for fostering knowledge sharing among employees.

Aquilani et al. (2017) were amongst those studies which cited a positive relationship among organizational culture with knowledge sharing. Knowledge transference has turn out to be an acute task in modern era. Kang and Kim (2017) concluded that organisation's success and existence is reliant upon knowledge transfer competence. Opoku and Duah (2019) acknowledged reward a tool of creativity in relative to knowledge sharing, where employers clearly recognize the necessity while accomplishing defined goal and objectives. Zhao et al. (2017) and Sukier et al. (2020) backed knowledge sharing as a as a core competent material for any of the organization not only to attain a competitive advantage but also as an indicator for distinguishable position in the market.

When knowledge sharing is concerned, Indians employees are afraid of losing their own unique value in the organization, the concept of losing value demarcates loosing prestige, respect and loss of dignity. Therefore when it comes about sharing individuals are quite reserve uttering different ideas, and not keenly interested for voluntarily participation in offering knowledge to other people until and unless they have their own benefit in it (rewards, incentive and bonus). In brief there are not many studies who talked about knowledge sharing

behavior of employees with respect to demographic differences. So, the effect of demographic factors upon knowledge sharing is still not decisive. But in some studies it has been noted that demographic factors do have a significant impact on knowledge sharing. In our current research we strained to catch out the variance between demographics of knowledge sharing and its variables.

## OBJECTIVES OF THE STUDY

This study has been conducted with the following objectives:

1. To ascertain the knowledge sharing behavior allied with organisational culture and reward system.
2. To give deep insight into constructs i.e. culture and reward of knowledge sharing behavior of employees.

## METHODOLOGY

**Data source:** This work is predominantly based on the primary data. A structured questionnaire is used as the main tool for data collection about the employee's knowledge sharing behavior corresponding to organisation culture and reward system of the organisation.

**Sampling plan:** This study includes 200 sample respondents working in Indian service organisations. The sample respondents are selected using the simple random sampling method for this study. The target population for this study consisted of the employees serving in the service organisations of India.

**Questionnaire Design:** A questionnaire was used to collect the data from the sample respondents. The questionnaires were administered by courier, email and personal delivery. A 5-point Likert scale was used to elicit responses to the questionnaire indicating their level of agreement (1=strongly disagree to 5 strongly agree). The questionnaire also consist of the questions to solicit the demographic information of the respondents. The questionnaire is pretested and revised through the back translation and change in wordings.

**Test used for data analysis:** Statistical Package for Societal sciences (SPSS) version 20.0 is used to compute and analyse the data. Statistical test used in the analysis of data included descriptive statistics, reliability analysis, factor analysis and regression analysis.

## EMPIRICAL FINDINGS

**Reliability of the Construct:** The internal reliability of the scale is examined using Cronbach's alpha coefficients and the findings are presented in Table 2. Taking 0.7 and above as an indicator of reliability it can be conducted from Table 2 that there is a very good reliability between various items included in the scale for mapping the knowledge sharing behavior of employees as Cronbach's alpha score is .816

**Table: 2 Reliability Statistics:**

Cronbach's Alpha	No. of Items
.816	18

**Factor Analysis:** In the present study, factor analysis is used to reduce the number of variables to a definite number of factors associated with the knowledge sharing behavior of employees. The factor analysis is performed using principal component extraction method with Varimax rotation.

### Sampling Adequacy:

In order to establish the strength of factor analysis, the sampling adequacy is checked using Kaiser Meyer-Olkin(KMO) test and the results are presented in Table3.

**Table: 3 KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.598
Bartlett's Test of Sphericity	Approx. Chi-Square	15274.708
	Df	1326
	Sig.	.000

## RESULTS AND DISCUSSIONS

This section focuses on knowledge sharing behavior of employees based on the individual variances which can further leads to hindrances in order to generate to new ideas, competitive priority and the type of knowledge that is critical to success in knowledge sharing. At this point also employees are categorized on the basis of gender, age, academic qualification and marital status. A brief description of gender based knowledge sharing behavior of employees is given herewith.

Dimensions	Mean (Gender)		T value	Significant
	Male	Female		
Organization Culture	3.97	3.84	2.23	<b>.026 Sig</b>
Reward	3.52	3.35	2.46	<b>.014 Sig</b>
Inclusive KSB	3.86	4.08	4.58	<b>.000 Sig</b>

**Table2: Gender based depiction of variables of Knowledge Sharing Behavior**

Table 2 explains the variances among male and female employees on the basis of dimensions of knowledge sharing behavior i.e. organisation culture and reward system. The inclusive knowledge sharing behavior of female employees (mean=4.08) is higher than that of male employees (mean=3.86). The analogous T value and significance value states that the differences are significant. The current exertion delivers the insight dimensions of knowledge sharing behavior centred upon gender of the employees working in the Indian service organisations. As the results convey the gender based variations can occur due to the differences in dimensions of construct of knowledge sharing behavior. These variations are very useful in shaping the prominence of construct of knowledge sharing behavior as well as the knowledge management of the organisation.

Dimensions	Mean (Age of the employees)			F value	Significant*
	>25	25-34	34>		
Organisation Culture	3.96	3.89	4.03	6.66	.002* Welch
Reward	3.77	3.52	2.99	4.59	.000* Welch
Inclusive KSB	3.95	3.85	4.01	5.01	.012* Welch

**Table: 3 Age based depiction of variables of KSB**

The above mentioned table suggests that inclusive knowledge sharing behavior of employees who are having age more than 34 years they are more involved in the process of KSB (mean=4.01) which slightly higher than of the individuals who are having age less than 25 years (mean=3.95) and (mean=3.85) having age from 25-34 years. The corresponding F value and significant value suggests that the differences are significant and exists due to career development, growth and fear of losing reputation or unique knowledge.

Dimensions	Mean (Marital status)		T value	Significant
	Married	Unmarried		
Organization Culture	3.96	3.93	1.03	.316
Reward	3.23	3.67	-7.17	.000 Sig
Inclusive KSB	3.92	3.92	-.023	.982

**Table: 4 Marital Status based depiction of variables of KSB**

The above mentioned table suggests that inclusive knowledge sharing behavior of employees on the basis of marital status found to be equal in both married (mean=3.92) as well as unmarried (mean=3.92). The corresponding t-value suggests that only reward system found to be have significant and negative influence on knowledge sharing behavior of employees.

Dimensions	Mean (Type of the organisation)		T value	Significant
	Public	Private		
Organization Culture	3.97	3.93	1.194	.233
Reward	3.41	3.51	1.443	.151
Inclusive KSB	3.90	3.93	.567	.571

**Table: 5 Type of the organisation based depiction of variables of KSB**

The depiction of knowledge sharing behavior of employees based upon the type of the organisation reveals that private organisation's inclusive KSB (mean=3.93) slightly higher than that public organisations (mean=3.90). The corresponding t-value suggests that results does not vary significantly not in any of the dimensions like organisation culture, reward and inclusive knowledge sharing behavior of employees.

Dimensions	Mean (Category of the organisation)		T value	Significant
	Indian	Multinational		
Organization Culture	3.91	3.98	2.201	<b>.028 sig.</b>
Reward	3.48	3.47	.138	.890
Inclusive KSB	3.90	3.94	.802	.423

**Table: 6 Category of the organisation based depiction of variables of KSB**

Knowledge sharing behavior of employees in relation to category of the organisation briefs that multinational organisations (mean=3.94) possess more inclusive KSB than that of the Indian organisation (mean=3.90). In this category of the organisation the corresponding T- value suggests that culture varies significantly with value .028 in relation to knowledge sharing behavior.

Dimensions	Mean (Work Experience)			F value	Significant*
	>5	6-10	10>		
Organisation Culture	3.93	3.91	4.03	3.64	<b>.039 Sig (Welch)</b>
Reward	3.58	3.62	3.01	30.09	<b>.000 Sig (Welch)</b>
Inclusive KSB	3.90	3.98	3.88	1.58	<b>.001 Leven's statistics</b>

**Table: 7 Experience based depiction of variables of KSB**

The dimensions of knowledge sharing behavior varies significantly with respect to culture, reward and inclusive KSB. The corresponding mean of employees having experience of 6-10 years (mean=3.98) which is slightly higher than that of the employees having experience (mean=3.90) and employees with experience (mean=3.88) more than 10 years.

Dimensions	Mean (Managerial cadre)			F value	Significant*
	Top Operative	Middle			
Organisation Culture	4.06	3.93	3.94	3.95	<b>.011 Sig</b>
Reward	3.12	3.55	3.45	9.88	<b>.003 Sig</b>
Inclusive KSB	3.62	3.92	4.07	20.29	<b>.000 Sig</b>

**Table: 8 Managerial cadre based depiction of variables of KSB**

The inclusive knowledge sharing behavior of employees who are working at operative level is (mean=4.07) is higher than the other two middle (mean=3.92) and top level (mean=3.62). The corresponding F value shows that all dimensions of KSB varies significantly with respect to managerial cadre of the organisation.

**Table: 9 Correlation among knowledge sharing behaviour variables.**

Correlations		GE	AG	MS	TO	CO	WE	MC	CU
CU	PC	0.107	<b>.065</b>	0.04	0.05	.105	0.093	0.083	
	Sig.	0.025*	<b>.175</b>	.031 6	<b>.233</b>	.028	0.052	0.083 3	
RW	PC	0.11	<b>0.414</b>	<b>0.32</b>	<b>0.069</b>	<b>0.00</b>	<b>0.28</b>	<b>0.09</b>	<b>0.16</b>
	Sig.	0.01*	<b>2.92</b>	<b>3.18</b>	<b>0.15</b>	<b>0.89</b>	<b>2.12</b>	<b>0.04</b>	<b>0.00</b>

**Note:** CU = Culture, RW = Reward, GE= Gender, AG= Age, MS= Marital Status, This can be evaluated from the Table-9 the **PC value** and significant value of **.000** signifies the extent of correlation which means that over the independent and dependent variable are correlated to each other.

The table: 9 shows the correlation among knowledge sharing variables organisational culture and reward system on the basis of individual factors like gender, age and marital status. The analysis shows that gender bears a positive and significant relationship with culture having Pearson value 0.107 and significant value 0.025 which states that culture and gender difference holds for a favourable knowledge sharing behavior. Further gender also has a significant relationship with reward having Pearson value 0.11 and significant value 0.01 which means that rewards cause an influential outcome upon knowledge sharing behavior. Next, age does not have a significant association neither with organisational culture nor with reward system. More on that, marital status, age, type of the organisation, category of the organisation and work experience hold a positive and significant association with bot culture and reward system in lieu knowledge sharing behavior. Contrasting to that, managerial cadre has a significant (sig. value=0.04) and positive relationship (Pearson Value=0.09) with reward system. On the other hand the same does not have significant association with culture of the organisation in concern to knowledge sharing behavior. Last but not least, organisational culture and reward system they both carry a significant and positive association with each other having Pearson value=0.09 and significant value=0.00.

## CONCLUSIONS AND IMPLICATIONS

The present study make certain the implication of knowledge sharing behavior with its two variables i.e. organisational culture and reward system aligning with individual factors like age, gender, marital status, type of the organisation, category of the organisation, work experience and managerial cadre. Where gender cause a significant relationship both with culture and reward system whereas managerial cadre bear a significant association only with reward system aligning with knowledge sharing behavior. Unlike wise other factors marital status, age, type of the organisation, category of the organisation and work experience does not stand for significant relationship with the organisational culture and reward system; constructs of knowledge sharing behavior.

The present research outlays on a primary data which was gathered from Indian service organisations. It provides a generic view point of the knowledge sharing behavior of employees where organisational culture and reward system they both found to be positively and significantly associated with each other. Which bargains to the fact that both culture and rewards are part and parcel of employees' knowledge sharing behavior where gender of the employees as well as managerial cadre hold a significant relationship with both the variables of knowledge sharing behavior. To, sum up we can say this in order to promote knowledge sharing behavior organisational culture needs to be knowledge friendly and practices should be in favour to enhance knowledge sharing culture. More on that, both financial and non-monetary rewards have an influential impact upon knowledge sharing behavior which further leads to encourage knowledge sharing behavior.

## REFERENCES

- Ahmad, H., Sharomb, N. and Abdullah, C.S. (2005). "Knowledge Sharing Behaviour in the Public Sector: the Business Process Management Perspectives", *Information Resources Management Journal*, Vol. 15, No. 2, pp. 14-21.
- Al-Adaileh, R.M. (2011). "The impact of organizational culture on knowledge sharing: The context of Jordan's phosphate mines company". *International Research Journal for Finance and Economics*, Vol. 63, pp. 216-228.
- Amin. A. et al. (2011). "Knowledge Sharing: Two-Dimensional Motivation Perspective and the Role of Demographic Variables", *Journal of Information and Knowledge Management*, Vol. 10, No.2, pp. 135-149.
- Ardichvili, A. Maurer, M., Li, W., Wentling, T., and Stuedemann, R. (2006) "Cultural influences on knowledge sharing communities through online communities of practice," *Journal of Knowledge Management*, Vol. 10, pp. 94-107.
- Argote, L., Ingram, P., Levine, J.M., and Moreland, R.L. (2000). "Knowledge Transfer in Organizations: Learning from the Experience of Others," *Organizational Behaviour and Human Decision Processes*, Vol. 82, No. 1, pp. 1-8.
- Bohn, R. (2000). Stop fighting fires, *Harvard Business Review*, Vol. 78, No. 4 pp. 83-91.
- Chen, I. Y. L., Chen, N.-S., & Kinshuk (2009). "Examining the Factors Influencing Participants' Knowledge Sharing Behavior in Virtual Learning Communities", *Educational Technology & Society*, Vol. 12, No. 1, pp. 134-148.
- Chowdhury, S. (2005). "The role of affect-and cognitionbased culture: An interview report," *Business Communication Quarterly*, Vol. 69, pp. 439-443.

- Collin, K. (2004). "The role of experience in work and learning among design engineers," *International Journal of Training and Development*, Vol. 8, pp. 111-127.
- Gold, A., Malhotra, A. and Segars, A. (2001). "Knowledge Management: An Organizational Capabilities Perspective," *Journal of Management Information Systems*, Vol. 18, pp. 185-214.
- Gul, S.A., Abdulrazzaq, M. A., Salman, M.S. and Mazhar, A (2020) "Organizational Culture and Knowledge Sharing Behavior: Moderated Mediation Model", *Utopía y Praxis Latinoamericana*, vol. 25, No. 10, pp. 1-11.
- Gumus, M. (2007). "The Effect of Communication on Knowledge Sharing in Organizations," *Journal of Knowledge Management Practice*, Vol. 8,://www.tlinc.com/ articl133.htm
- Ipe, M. (2003) "Knowledge sharing in organizations: A conceptual Framework", *Human Resource Development Review*, Vol. 2, No.4, pp. 337-359.
- Irmer, B. E., Bordia, P., and Abusah, D. (2002). "Evaluation apprehension and perceived benefits in interpersonal and database knowledge sharing." *Academy of Management Proceedings, 2002*, pp. OCIS: B1-OCIS: B6
- Ismail, B. M., and Yosof, M.Z., (2009). "Demographic Factors and Knowledge Sharing Quality among Malaysian Government Officers", *Communications of the IBIMA*, Vol. 9 ISSN: 1943-7765.
- Kuo, H. T., (2013), "How expected benefit and trust influence knowledge sharing", *Industrial Management & Data Systems*, Vol. 113 No. 4, pp. 506-522.
- Kwok, S. H., & Gao, S. (2005). "Attitude towards knowledge sharing behavior", *The Journal of Computer Information Systems*, Vol. 46 No. 2, pp. 45-51.
- Lin, C. P. (2006). "Gender differs: Modeling knowledge sharing from a perspective of social network ties," *Asian Journal of Social Psychology*, Vol. 9, pp. 236-241.
- Lin, H.F. (2007). Knowledge sharing and firm innovation capability: An empirical study. *International Journal of Manpower*, Vol. 28(3/4), pp. 315-335.
- Michailova, S. and Hutchings, K. (2006). "National cultural influences on knowledge sharing: A comparison of China and Russia". *Journal of Management Studies*, Vol. 43 No. 3, pp. 383-405.
- Miller, D. L. and Karakowsky, L. (2005). "Gender influences as an impediment to knowledge sharing: When men and women fail to seek peer feedback," *Journal of Psychology*, Vol.139, pp. 101-118.
- Nonaka, I. and Takeuchi, H. (1995). "The knowledge creating company: How Japanese companies create the dynamics of innovation", *Oxford University Press New York*, pp. 23.
- Ojha, A. K. (2005). "Impact of team demography on knowledge sharing in software project teams," *South Asian Journal of Management*, Vol. 12, pp. 67-78.
- Opoku, P. and Duah, K.H. (2019). "Relationship among Reward Systems, Knowledge Sharing and Innovation Performance", *European Journal of Research and Reflection in Management Science*, Vol. 7, No. 1, pp. 46-61.
- Pangil, F., and Nasuruddin, A. M., (2008). "Demographics Factors and Knowledge Sharing Behavior Among R&D Employees", *Knowledge Management International Conference and Exhibition 2008, 10 - 12 Jun 2008. Faculty of Information Technology University Utara Malaysia, Sintok*, Vol.1, No. 6, pp.128-133.
- Punia, B.K., and Sadhna (2013) "Knowledge Sharing Behaviour and Knowledge Management: An Interactive Analysis through Literature Review", *Journal of Management & Technology*, Vol.9, No.1, pp. 86-95.

Sackmann, S. A. and Friesl, M. (2007) "Exploring cultural impacts on knowledge sharing behaviour in project teams - results from simulation study," *Journal of Knowledge Management*, Vol. 11 pp. 142-156.

Sajeva, S. (2014) "Encouraging knowledge sharing among employees: how reward Matters", *Procedia Social and behavioural Science*, 156DOI:10.1016/j.sbspro.2014.11.134.

Watson, S. and Hewett, K. (2006). "A multi-theoretical model of knowledge transfer in organizations: Determinants of knowledge contribution and knowledge reuse," *Journal of Management Studies*, Vol. 43, pp. 141-173.

