The Impact of Knowledge Sharing On Innovative Work Behavior

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Abstract
Now a day, innovation has become the biggest challenge for the sustainable growth of the firms. Each day comes up with new technology, trend, and more improved procedures. This has to lead the foundation of fierce competition within firms. In this scenario, there is a need for continuous improvement in the existing procedures and operations of Human Resource Capital. The concept of knowledge sharing within a business environment is critical for innovation achievement. The current research is focused on determining the impact of knowledge sharing on innovative work behaviour of firm’s employees. Two dimensions: knowledge donating and knowledge collecting are being analyzed with work behavior.

Keywords – Knowledge sharing, IT sector, knowledge donating, knowledge collecting

Introduction
In today’s world, the globalization process, infrastructure development, advancement in communication and information technology has to lead the foundation of fierce competition among business and service sector around the globe (Hassan, Abbas, & Zainab, 2018). The current financial crises have triggered the emergence of the knowledge-driven economy which is forcing the organisations to move from traditional human resource practices towards advance knowledge management approach (Trivellas, Akrivouli, Tsifora, & Tsoutsa, 2015). According to Rowley (2000), Knowledge management refers to creating, identifying, sharing and storing knowledge in the quest for organisational learning. Nonaka (1991), explained knowledge management has two dimensions: explicit knowledge, which is intangible, written or oral forms such as rules, regulations and organisational procedures, and tacit knowledge which espouses implicit nature in the shape of employees’ beliefs, values, know-how and experience.

Various research studies explaining organisational behaviour have favoured the argument that knowledge sharing is a crucial element in the implementation process of knowledge management (Widen-Wulff & Ginman, 2004). Knowledge sharing aims to provide a favourable environment which embraces employees to share relevant information and knowledge with other colleagues during job (King, 2006). King (2006), further argued that knowledge sharing can be enhanced and expressed with several factors such as, motivations, organisational culture and social systems which resultant sharpen the individual competencies and work performance (Hawryszkiewycz & Binsawad, 2018). The competencies could be distinguished in further two dimensions: general, which includes, intelligence, information processing, key and meta-competencies and specific, which includes set of skills required to perform a particular or specific task (Trivellas, Akrivouli, Tsifora, & Tsoutsa, 2015).

The information technology sector in Pakistan is growing rapidly even facing the financial crises over the periods. It is regarded as the successful sector of Pakistan economically (MIT-Pakistan, 2015). According to world economic forum (WEF, 2014), Pakistan ranked 111th position in the growing information technology sector. The emerging field came out with lots of challenges and innovative ideas providing better solutions, continuous improvement and high-quality services. In the scenario, knowledge sharing is considered a key contributor towards the growth of that sector (Akram, Lei, Haider, & Hussain, 2018). Therefore, the study is aimed to explore how knowledge sharing could impact innovative work behaviour of employees working in IT sector of Pakistan.

Literature Review
Knowledge sharing refers to the provision of information, ideas, know-how and other assistance among employees to perform a function or a particular task (Wang, Wang, & Liang, 2014). King (2006), stated knowledge sharing is the exchange of information among teams and individuals at the workplace. Similarly, knowledge sharing is the source of intellectual capital which is an important resource in financial planning. Resultantly, knowledge sharing is essential for knowledge creation and innovation (Qammach, 2016).

According to Darroch & McNaughton (2002), organisations’ enhancement of knowledge sharing leads to creativity and innovation which evolves
n of knowledge sharing may be different as per organisational style and unique features. Furthermore, Qammach (2016), illustrated, knowledge sharing is an important factor which affects company’s innovation. Explicit knowledge directly affects the innovation speed while tacit knowledge affects innovation quality.

Previous researchers are attempted to understand knowledge sharing practices from different angles such as tacit and explicit knowledge (Wang, Wang, & Liang, 2014). Explicit knowledge is in the shape of tangible form such as procedures, rules and policies within the organization (Coakes, 2006), while (Holste & Fields, 2010), tacit knowledge cannot be expressed in symbolic, verbal or written form, it is the face to face interactions between employees within the workplace.

According to Shanker et al. (2017), innovation is the crucial element for individuals’ creativity and innovativeness in the organisation. It is the most pivotal element to attain sustainable growth. Organizational climate is the key indicator which promotes creativity and innovation on the workplace (Hawryszkiewycz & Binsawad, 2018). Moreover, employees who are creative and having innovative potential tend to perform better with strong organisation support (Widen-Wulff & Ginman, 2004). Hence, Shanker et al. (2017) concluded that if the organisational climate is assessed positive by the individuals, there will be higher levels of commitment, motivation, employee engagement.

According to Janssen (2000), innovative work behaviour is the result of a comprehensive set of behaviours associated with idea creation, idea support and idea implementation. Likewise, it is a multi-stage process by which individual faces a problem and then generates an idea which leads to a solution to the specific problem with innovation and required support from the workforce (Kamp, 2016). Therefore, the innovative work behaviour can be defined as employees’ findings, suggestions and implementation of these ideas on job-related tasks which benefit the organisations’ performance (Akram, Lei, Haider, & Hussain, 2018). Consequently, various research studies have demonstrated knowledge sharing have a direct impact on innovative work behaviour (Trivellas, Akrivouli, Tsifora, & Tsoutsa, 2015; Qammach, 2016; Hawryszkiewycz & Binsawad, 2018; Akram, Lei, Haider, & Hussain, 2018).

**Research Methodology**

**Model**

The model constructed for the analysis is given below:

\[ EIWB = \alpha + \beta 1 KD + \beta 2 KC + \epsilon \]

Where

- \( EIWB \) = employee Innovative Work behaviour
- \( KD \) = Knowledge donating
- \( KC \) = Knowledge Collecting

**Sample, Sampling Technique and Size**

The population of Pakistan working as an employee in any organisation was the concerned population of the Study. The study utilises the non-probability snowball sampling technique to collect the data. 51 participants were females whereas 506 were male. The range of participants under study was 18 to 40 whereas crux of the participants was between 25 to 35 years. Employees were from Pakistan main cities Lahore, Karachi and Islamabad. They were contacted through social media, and by different references. Initially, 750 questionnaires were distributed, but only 557 responses were available and complete.

**Data Collection Process**

Researchers, personally contact to a different organisation and took several contacts within organisations to get fill-up questionnaires. Total process took the time of 45 days. Initially, 30 days was given to the employee of the organisation to fill the questionnaire later 15 days took in to maximise the response rate of the questionnaire. Even few incomplete questionnaires were completed later by contacting the specific respondents along with given information.

**Questionnaire**

This study adopted the scale of (Akram et al., 2018). All questions are responded at 5 Point Likert scale. To Check the relevance of the data concerning reliability Analysis run and Cronbach Alpha of all constructs were around 0.70. This means that data is used to run the analysis.

**Research Findings**

OLS regression analysis is used to test the study. Following table shows the results of regression analysis.
It can provide analysis through the above table that Knowledge donating is positively significant concerning model and having (.315) beta. Whereas, significance level was 5%. Now it can be considered that Knowledge Collecting is more positively significant. KC (.272) having significance at 1% level of significance. R square of the model is 0.545 which shows that Knowledge collecting and Knowledge donating explains employee innovative work Behavior 54.5%. Moreover, multicollinearity diagnosis test also runs, results shows that there is no multicollinearity.

**Conclusion**

Concluding the study, it can be said that knowledge denoting and knowledge collecting are two elements of Knowledge sharing which could affect the employees of an organisations behaviour. Whereas, considering the effect under consideration study conducted to the effect upon innovative work behaviour of the employee. Null hypothesis rejected in the results so the alternative hypothesis that Knowledge is denoting and Knowledge collecting both having a significant effect on the employee's innovative behaviour.

Results of the study are in line with the (Akram, Lei, Haider, & Hussain, 2018).

**Regression Table**

<table>
<thead>
<tr>
<th>Variables</th>
<th>B</th>
<th>STD Error</th>
<th>T value</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>KD</td>
<td>.315**</td>
<td>.091</td>
<td>6.0345</td>
<td>.034</td>
</tr>
<tr>
<td>KC</td>
<td>.272***</td>
<td>.079</td>
<td>7.1322</td>
<td>.000</td>
</tr>
<tr>
<td>(Constant)</td>
<td>.211</td>
<td></td>
<td>3.4527</td>
<td>.211</td>
</tr>
</tbody>
</table>

Note: ***,**,* Indicate significant at 1%, 5% and 10% level of significance.

It may have very useful implications for regularity authorities and organisations management. Moreover, this could comprehend the most of employee problem regarding their work performance.

Developing country like Pakistan where lower cadre of poverty highly impacted by income distribution level (Abbas, Hassan, Asif, & Zainab, 2018). Where behavioral factors intensely effects the buyers approach (Abbas, Hassan, Hashmi, & Waqar, 2018). Knowledge sharing effecting the overall economy in that way that even now remodeling of risk management practices required in Pakistan (Abbas, Haider, Zainab, Hassan, & Fazal, 2018), this could be proved to facilitate conditions too. Another example of knowledge sharing outside the economy can be taken as a projection of mobile banking along with their benefits, as Mobile banking has helped traditional banks to enhance their service quality, cost reduction and improved their operations (Abbas, Hassan, Asif, Junaid, & Zainab, 2018). Knowledge sharing could positively impact the innovative employee behaviour and living standard.

For the future researchers, they could enhance the knowledge sharing dimensions and could meditate the model with specific organisations.

**References**


