The Development of Employees' Knowledge Sharing Behavior through Team Innovation Climate and Organization Culture

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Abstract
The purpose of this research is to provide empirical evidence concerning the impact of team innovation climate on knowledge sharing behavior and individuals' altruistic intentions in software sector. A survey base study was conducted. Survey based-data was collected from 319 employees at software center in Pakistan. The results of this study revealed that all the constructs of team innovation climate had positive impact on altruistic intention and knowledge sharing behavior. Moreover, altruistic intention and organization culture had positive impact on knowledge sharing behavior. However, it was found that one construct of team innovation climate (Participative safety) did not have impact on organization culture. The present research contributes to the literature pertaining to the psychosocial sides of knowledge sharing behaviors.
Keywords: Team innovation climate, altruistic intention, organization culture, knowledge sharing behavior.

INTRODUCTION

Nowadays, applying knowledge is one of the basic challenges of developing countries. Knowledge is considered as the major and valuable asset in innovative competitive environment in developed countries, since knowledge is the only factor, which can suggest change and innovation in businesses (Matin *et al.,* 2013). Knowledge sharing has been acknowledged as a constructive energy for the survival of a business. However, the dynamics which encourage or deject knowledge sharing behavior in the business perspective are inadequately understood (Bock *et al*., 2005). Recognition of dynamics that stimulate individuals to share knowledge for the advantage of other individuals and the organization is considered as a high priority subject for businesses. Facing this rapid change, organizations should adapt and revise its knowledge to maintain its competitive advantages (Rahab & Wahyuni, 2013).

Raju (2011) narrated that knowledge is professed as a strategic of business asset. It is an important dynamic in accomplishing organization success. Knowledge sharing helps the organizations have an appropriate understanding of and insight into their internal experience and external resources. Knowledge sharing can help the organizations attain essential competence, for example difficulty resolving, strategic planning, vibrant learning, decision-making, and improving performance. The main goal of knowledge sharing is the quick, successful and novel deployment of the resources and knowledge assets (Gholami *et al.,* 2013*)*.

Knowledge sharing in organizations is obviously dynamic and mostly depends on social relationships among individual employees for its creation, transference, and use (Feng-Chuan Liu, 2012). Knowledge resources authorize to attain better results than their opponents do. There has been an increasing curiosity in society of practice as a means of transferring and generating knowledge within an organization (Caldwell 2008; Currie, Finn, Martin, 2007; Graham, 2009; Rangachari, 2008). The firms are trying to set up knowledge management system and practices to use the knowledge more successfully. However, the transformation of knowledge management into practice is a well-recognized challenge for the businesses. Knowledge management entails a series of policies and strategies that facilitate generating, disseminating and institutionalizing knowledge to accomplish the organizational goals. (Lloria, 2008; Leiter, Jackson & Shaughnessy, 2009). Although information technology-driven outlooks have usually subject the field of knowledge management, there is growing appreciation of the entity role in knowledge management procedures and a rising curiosity in the individuals' perspective of knowledge management in the company (Gourlay, 2001).

The key for winning knowledge management relies on the relations among employees within a business,

as knowledge lives within employees (Jarvenpaa & Staples, 2001; Nonaka, 1994). The progress of knowledge crosswise employees and business units is eventually dependent upon employees' knowledge sharing behaviors. Organizations rely on individuals' knowledge sharing behavior to boost their aggressive improvement and worth (Bock, Zmud, Kim & Lee, 2005). Knowledge sharing has turned out to be one of the imperative policies exercised for knowledge management (McEvily, Das & McCabe, 2000). The need of knowledge sharing has confirmed to be one of the key hurdles to effective knowledge management (Alavi & Leidner, 2001; Davenport & Prusak, 1998; Hendriks, 1999). Sharing individuals' skills and capability is probable to increase organizational capabilities in knowledge management and restoration, and accordingly to create more-than-desirable work results. Researchers are interesting in recognizing aspects that improve knowledge sharing behaviors within a firm.

Knowledge management has been defined as the procedure planned to facilitate businesses generate, confine, investigate, apply, and reuse knowledge to attain competitive edge (Van den Hooff & Ridder, 2004). Knowledge sharing concerns the readiness of employees within a group to share with others the knowledge they have attained (Bock et al, 2005). Individuals can obtain costly knowledge through the sharing practice, to enhance their performance. Knowledge sharing is a multidimensional action and therefore entails numerous contextual, cognitive, and expansive expertises (Choi, Kang & Lee, 2008). There are facilitators that assist knowledge sharing behaviors from two views, the technical in opposition to the people-oriented perspective. The accent of the technical perspective is on offering guidelines for realizing knowledge systems. Whereas, the people-oriented perspective spotlights on motivational or contextual factors that are probable to stimulate or persuade knowledge sharing behaviors. Several studies have observed different motivational aspects that manipulate knowledge sharing intentions or behaviors in organizational circumstances, for example positive attitudes toward knowledge sharing and extrinsic rewards and intrinsic (Bock & Kim, 2002; Kankanhalli, Tan & Wei, 2005). Technical perspective stresses on giving guidelines for implementing knowledge systems. On the contrary, the people-oriented perspective focuses upon motivational or contextual elements that are probable to stimulate or persuade knowledge sharing behaviors.

Research Objectives
The objectives of this research were:
- To observe how and why software managers involve themselves in mutual knowledge sharing in the perspective of work settings.
- This research paper attempts to confirm whether an innovative team climate motivates employees' altruistic trends in an organization, and as a result increases knowledge sharing behaviors.
- To investigate the relationship among team innovation climate, altruistic intention, creative culture and knowledge sharing behavior of employees.
- It aims to supply an empirical model that helps software managers in the imperative job of recognizing factors that facilitate individuals' knowledge-sharing behaviors.

Contribution to Existing Literature and Rationale of the Study
This research develops a research model that connects team innovation climate, altruistic intention, organizational culture and knowledge sharing behavior. The research observes the impact of individual factors altruistic intention and organization culture and ultimate impact on knowledge sharing behavior. Moreover, the present paper contributes to knowledge sharing research by further clarifying which factors are essential for knowledge sharing effectively.

In 2012, Feng-Chuan Liu, *et al* (2012) articulated that organization culture is the missing link between team innovation climate and knowledge sharing behavior. The study conducted by Feng-Chuan Liu, *et al* (2012) using a component wise approach established mediating effect of altruistic intention on the team innovation climate and knowledge sharing relationship. Although organization culture generates better performance in the western economy but in other developing countries particularly, the execution still leaves some gap in both the theory and practice of business. Research related to organization culture and its relationship on the knowledge sharing behavior in the service industry for instance software sector particularly in Pakistan perspective has been scarce.

LITERATURE REVIEW AND RESEARCH MODEL
Altruistic Intention
The ability of a business to leverage its knowledge successfully is extremely dependent on the willingness of its employees to share knowledge, because organizational knowledge mainly dwells within an employee. Lack of willingness to share knowledge is one of the basic problems faced by firms in the transaction process (Von Krogh G, 1998). The research reveals that willingness to share knowledge could be considered as a definite type

of altruism that implies a positive attitude to other group members, and a readiness to reply to colleagues (Vries *et al.,* 2006). Regarding motivation, to share knowledge, practical studies have revealed that dynamics for instance helping others (i.e. altruism) can be strong motivators of knowledge sharing behavior (Lin, 2006).

Altruism is an arbitrary individual attitude in which behaviors are presented without expectant any extra remuneration and are accomplished principally to benefit others. As helping behavior can be regarded as voluntary acts done with the intention to offer some benefit to another individual, altruistic intentions come out to be intrinsically motivated as a consequence of a consideration for the needs of others (Mergel & Lazer, 2008). The research has revealed that altruistic or humanistic concern for others is an important thing that determines knowledge sharing behaviors in virtual communities such as Wikipedia (Nov, 2007; Cho, Chen & Chung, 2010). Altruism is also considered as one significant element of organizational citizenship behavior (OCB). Smith et al. outlined a two dimensional construction of OCB, counting altruism and generalized compliance (Smith, Organ & Near, 1983). Research has recommended that OCB have a positive association with knowledge sharing behavior (Al-Zubi, 2011; Sun, Aryee & Law, 2007). Al-Zubi investigated the association between OCB and knowledge sharing behavior among the employees of pharmaceutical industry (Al-Zubi, 2011). The text recommended that the greater the logic of altruistic intention, the greater the behavioral intention to share knowledge.

Team Innovation Climate

Climate is defined as a set of shared views regarding people' perceptions of organizational policies, practices and procedures, and has recognized that climate is an important element in shaping individual behavior (Schneider & Reichers, 1983). Several affects of contextual factors on knowledge management have been discussed in research. Successful knowledge sharing desires a productive communication climate (Van den Hooff & de Ridder, 2004). Zarraga and Bonache examined that a high care environment promotes both transferring and the generating of knowledge (Zarraga & Bonache, 2005). According to Bock et al. (2005), an organizational climate encouraging to innovation directly influences employees' intention to keep in knowledge sharing behaviors. A work group is a more suitable level of investigation to study shared insights of climate in organizations because most service work is realized by specialized teams (Anderson & West, 1998). Darroch and McNaughton, 2002 and Earl (2001) narrate that knowledge sharing is vital to organizational innovation because knowledge sharing guides to publicize new ideas, which are regarded vital to creativity and consequent innovation. Hence, a climate that is associated to innovation is essential for advancing knowledge sharing behaviors. Although most climate study has focused on the organizational-level climate, this study takes up a team-level innovation climate to discover the relationship between team climate and knowledge sharing behavior. The hypothetical basis for focusing on the team as a climate component is not only based on the combined accountability individuals share to determine organizational outcomes, but also on the importance of the team for service quality assurance in the organizations (Rangachari, 2008).

Relation between Team Innovation Climate and Altruistic Intention

Team climate directly and indirectly (through altruistic intentions) manipulates knowledge sharing behavior. First, the team climate is anticipated to directly manipulate an employee's behavior of knowledge sharing. We employed the conceptual framework of team innovation climate as being principally favorable to knowledge sharing with supervisory support, support for innovation, participatory safety, and vision. Supervisory support and support for innovation reveal the shared opinion that change and creativity are actively encouraged by team supervisors and organizational practices. As a result, team members are more probable to contribute to new and creative thoughts with each other. Participative safety, which reveals a professed logic of togetherness among team members, underlines release information flows and rational risk-taking

(West, 1990; Usman et al., 2012). Participative safety can be anticipated to make trust between team members and to guide to open exchange of information. Finally, vision relates to shared group norms pertained with the excellence of job performance. Given a high level of climate for distinction, team members are more prepared to connect in hard work for the sake of the team to attain high quality performance standards. During the execution procedure of any job, team members are more probable to share new approaches for problem solving and assist in changing new ideas into knowledge. Accordingly, vision as a social norm acts to persuade team members to cooperate with each other and help each other with task implementation (McEvily, Das & McCabe, 2000). Therefore, it appears realistic to hypothesize that vision will increase team members' intentions towards knowledge sharing.

Figure 1: Theoretical Model

Team Innovation Climate
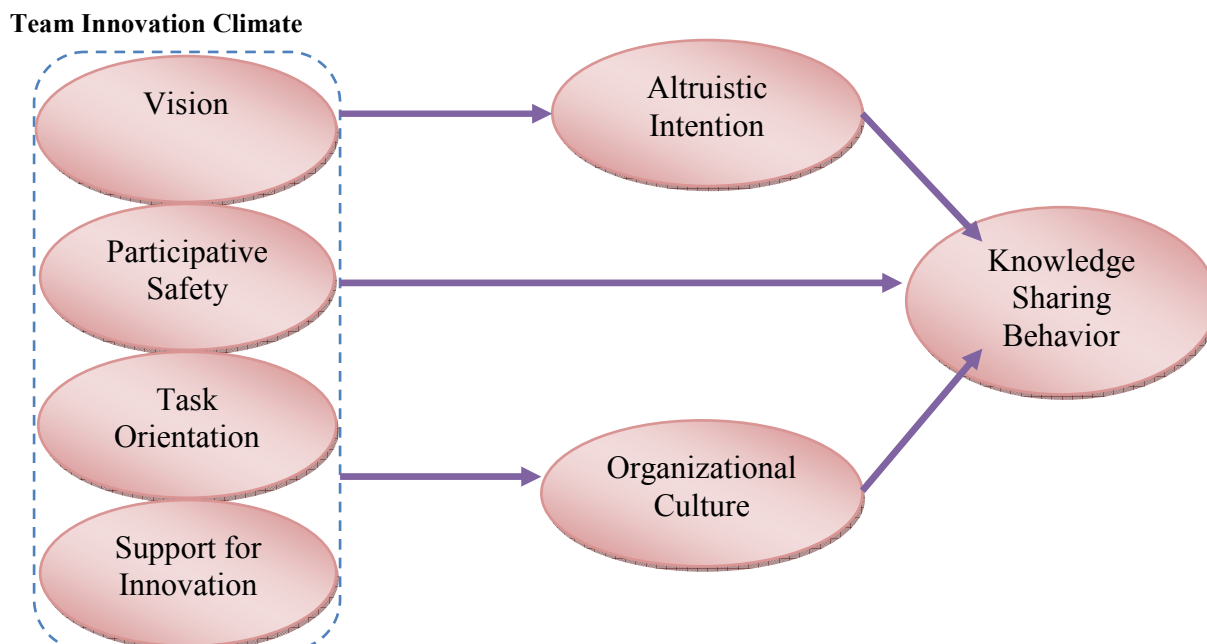
Contextual factors for example team climate manipulate the salience of an employee's intrinsic motivations or attitudes such as altruism (Ostroff, 1993; Cho H, Chen M, Chung, 2010; Nonaka, 2005). The organizational climate is established to exercise a strong impact on the formation of intrinsic motivation such as subjective norms concerning knowledge sharing; it also directly influences an employee's intent for sharing knowledge (Bock *et al.,* 2005; Tseng, Liu & West, 2009).

Relationship between Team Innovation Climate and Organization Culture

Organizational culture is a complex pattern of shared assumptions, values, norms, and objects that is both diverse and distinctive across firms (Dobni, 2008). The study recommended the significance of some phases of organizational culture in encouraging creativity and innovation effort (Khazanchi, 2007). One of the main objectives of firms is to enhance the creativity and innovation at work, so that business success can be persistently chased (Chen & Huang, 2009; Ullah *et al.,* 2012). Organizations can launch indicators to their employees about their need to promote an innovative culture. For instance, innovative behavior that is encouraged and developed through the socialization of workplace social network members is embedded within the shared beliefs, values, and systems of the firm (Syed & Xiaoyan, 2013).

Organizational culture has impact on the amount to which innovative resolutions are encouraged and realized (Kenny & Reedy, 2007). The research reveals that a culture encouraging of creativity supports novel approaches of representing troubles and finding their resolutions. Andrew *et al,*. 2010 takes the outlook that as businesses develop through the winning application of innovative thoughts, they practice a crisis of control. Innovation is an extremely difficult social procedure, which needs the successful interface of a large number of employees and sub-units within the innovating company (Vincent *et al*, 2004). Liao and Wub, (2010) explain that culture encourages innovation by creating an business environment which institutionalizes innovation as an key activity and further, by focusing concentration on and valid innovation, a encouraging culture facilitates to stimulate and maintain the difficult, interactive process of social exchange essential for winning innovation (Syed & Xiaoyan, 2013).

Thus, we may hypothesize:

H1a: The greater the extent of vision, the greater will be the behavioral intention to share knowledge.

H1b: The greater the extent of participative safety, the greater will be the behavioral intention to share knowledge.

H1c: The greater the extent of task orientation, the greater will be the behavioral intention to share knowledge.

H1d: The greater the extent of support for innovation, the greater will be the behavioral intention to share knowledge.

H2: An individual's altruistic intention has positive impact on knowledge sharing behavior.

H3a: The vision has a positive impact on employees' altruistic intention.

H3b: The participative safety has a positive impact on employees' altruistic intention.

H3c: The task orientation has a positive impact on employees' altruistic intention.

H3d: The support for innovation has a positive impact on employees' altruistic intention.
H4a: The greater the extent of vision, the more creative will be organization culture.
H4b: The greater the extent of participative safety, the more creative will be organization culture.
H4c: The greater the extent of task orientation, the more creative will be organization culture.
H4d: The greater the extent of support for innovation, the more creative will be organization culture.
H5: The organization culture has positive impact on knowledge sharing behavior

RESEARCH METHODOLOGY
Population and Sample
Population is a set of all elements. From the population, sample was chosen to collect data, which may be representative of the entire target population. 400 questionnaires were circulated to the software managers in Islamabad, Pakistan.

Instrument for the Study
A questionnaire was used to conduct this study. The research instrument had two parts. The first part of instrument included demographic profile while the second part included the questions pertaining to the study variables like team innovation climate, altruistic intention, organizational culture and knowledge sharing behavior of employees.

Measurement of Study Variables
Team Innovation Climate
The team innovation climate was developed to point out the magnitudes of team climate for innovation (Anderson & West, 2001). The 38 items of the team innovation climate are divided into the following four scales: participative safety (e.g. We have an attitude of "we are in the same boat together."), support for innovation (e.g. The assistance required to develop new ideas is easily available.), vision (e.g. How clear are you about your team objectives?), and task orientation (e.g. Do you and your colleagues monitor each other so as to maintain a higher standard of work?). The reliability was 0.86.

Altruistic Intention
Altruism inventory scale was adapted and modified from Podsakoff, MacKenzie, Moorman and Fetter's altruism scale (1990). It was used to evaluate individuals' discretionary intentions that influence helping another individual with a job or trouble. A 5-point Likert- scale ranging from 1 (strongly disagrees) to 5 (strongly agree) was used. An example of the items is 'I would help others who have difficulties.' The internal consistency of this scale was 0.83.

Organizational Culture
To considerate knowledge sharing as culturally resolute behavior of people in teams guides to think knowledge sharing as definite within two extent: firstly, the existence of group cultures as culture types; secondly, the behavior of people as their way to respond to accessible culture facets and their behavioral outlines to preserve or modification those cultures. To measure organization culture, the scale of Kayworth and Leidner, (2003) was used. This scale comprised of 22-scaled items. The chronbach alpha of the scale was identified as 0.74.

Knowledge Sharing Behavior
This four-item measure was adapted from Cheng & Lee (2001). The inventory was developed along with the explanation of knowledge sharing behavior by which the knowledge owner transmits the knowledge to others and assists others recognize and achieve knowledge. The inventory incorporates sharing personal knowledge, sharing learning opportunities, and encouraging others to learn. A five-point Likert-type scale was utilized for reply preferences, ranging from (1) 'strongly disagree' to (5) 'strongly agree'. One example of the items is 'I always try my best to answer questions that my colleagues ask me.' Reliability tests were conducted for each scale. Internal consistency measures all exceeded 0.80, indicating that this scale was reliable.

DATA ANALYSIS AND RESULTS
Analysis of Demographics
400 questionnaires were distributed among the respondents. 319 filled and utilizable questionnaires were returned, presenting a reply rate of 79%. Table 1 records the respondent demographics for example age, education level, working experience, and qualification.

Table 1: Frequency Distribution of Demographic Profile of the Respondents

Demographic	Category	Frequency	Percent
Gender	Male	227	71
	Female	130	29
Age	21-30	76	24
	31-40	194	61
	41-50	49	15
Marital Status	Married	247	77
	Unmarried	72	23
Qualification	Graduate	121	40
	Master	99	31
	MS/M. Phil	78	23
	PhD	21	06
Service Period	1-2	125	39
	3-5	75	24
	6-10	60	19
	More than ten years	59	18
Total		319	100

Note. N=319

Hypothesis Testing

A structural equations modeling method through AMOS 16 was used to test the study model. This method was selected because of its capability to check casual associations between constructs with multiple measurement items. Many scholars have anticipated a two-stage model-building process for applying this method. The measurement model was checked for instrument validation, followed by an analysis of the structural model for checking relations conjectured in the study model.

*Table 2: Structural Equation Model Fit Measures of Constructs of the Study*

Constructs	Chi	D.F	Chi/D.F	GFI	IFI	CFI	NFI	AGFI	RMSEA
Model	93.659	21.13	4.4	.904	.917	. 941	.927	.928	.043
Traditional Cut off Criteria			≤5	≥0.90	≥0.90	≥0.90	≥0.90	≥0.90	≤0.08

Note. D.F — Degree of Freedom, GFI — Goodness of Fit Index, IFI — Incremental Fit Index, CFI — Comparative Fit Index, NFI — Normated Fit Index, AGFI—Adjusted Goodness of Fit Index, RMSEA—Root Mean Square Error of Approximation

The first step in model assessment was to study the goodness-of-fit of the conjectured model. The results in the Table 2 indicate model fitness index, as significant regression paths necessarily means model is fit, researcher have to go through model fit index provided by AMOS output. Table 5 reveals seven (7) model fitness criteria. The combination of these results recommended that measurement model demonstrated a good level of model fit.

According to figure 2 and table 3, in hypotheses H1a, H1b, H1c, and H1d, this research observed the impact of team innovation climate factors on knowledge sharing behavior. The results showed that all constructs of team innovation climate were found to positively impact knowledge sharing behavior. Furthermore, altruistic intention was established to be significant in knowledge sharing behavior, supporting H2. In addition, the constructs of team innovation climate were observed to have positive impact on altruistic intention. These results supported the Hypothesis H3a, H3b, H3c and H3d. Moreover, vision, task orientation and support for innovation were found to positively influence knowledge sharing behavior (H4a, H4c, and H4d), but the participative safety was not supported (H4b). Finally, the influence of organization culture was found to be strongly positively linked with employees' knowledge sharing behavior, supporting hypothesis H5.

Figure 2: Path Diagram of the Constructs of the Study through AMOS 16
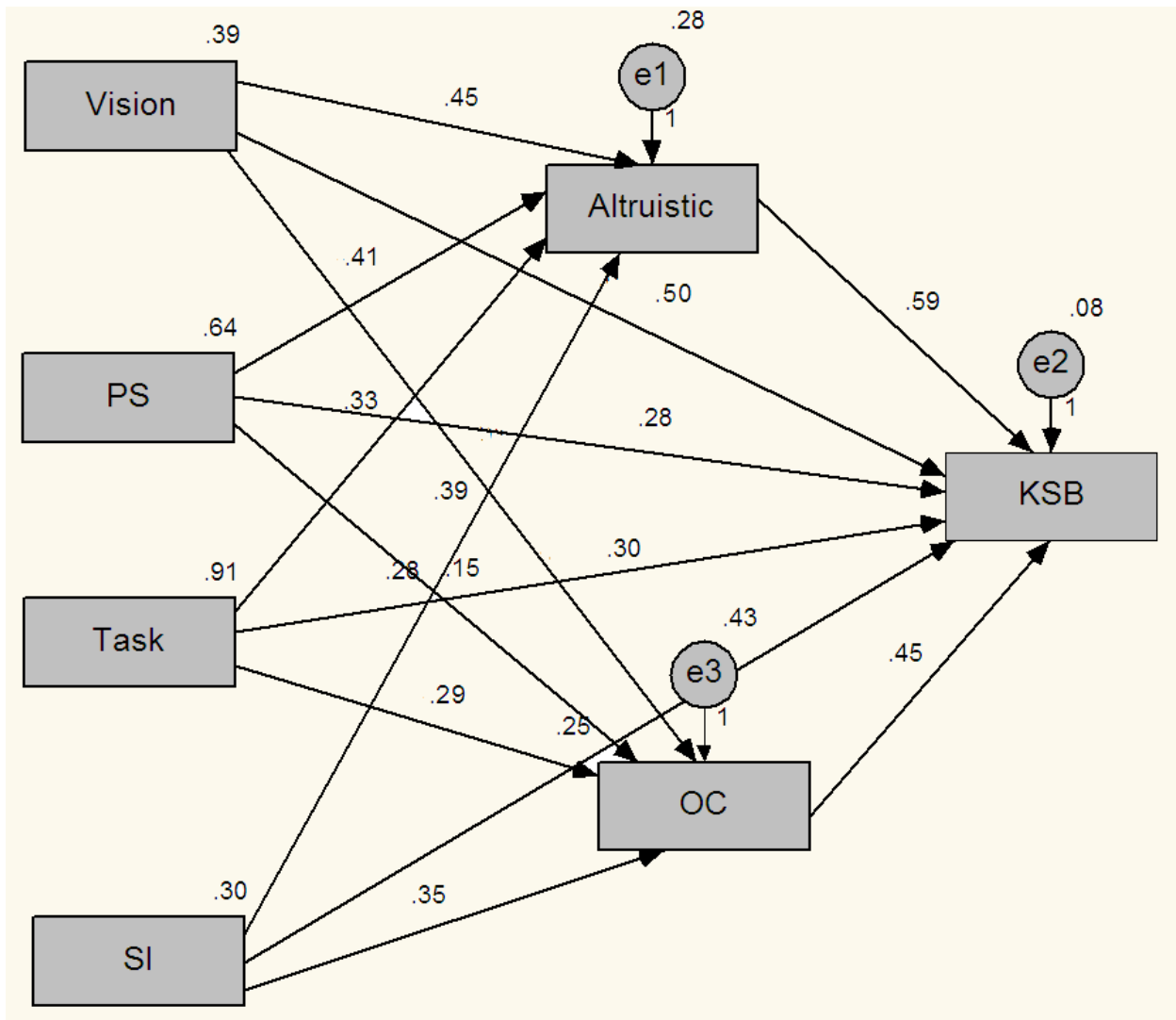
DISCUSSION

This research presents a theoretical model to check the associations among team innovation climate, altruistic intention, organization culture and employees' knowledge sharing behavior. The Results exhibit that team innovation climate positively influences the altruistic intention, knowledge sharing behavior. The results of this study donate to the hypothetical expansion of a theoretical model for explaining the relations among team innovation climate, altruistic intention and knowledge sharing behavior (Feng-Chuan Liu, *et al.,* 2012), who recommended that future study must be carried out to recognize how the culture of an organization assists the firm's knowledge sharing behavior. The results of this research fill up the gap in the research that is lack of empirically investigating the mediate roles of organizational culture in the relationships between team innovation climate and knowledge sharing behavior.

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Table 3: Regression Weights of the Study Constructs

	Study Hypothesis			Estimate	S.E.	C.R.	P	Decision
H1a	KSB	<---	Vision	.503	.034	1.338	***	Accepted
H1b	KSB	<---	PS	.281	.031	2.405	***	Accepted
H1c	KSB	<---	Task	.304	.025	4.709	***	Accepted
H1d	KSB	<---	SI	.251	.037	6.886	***	Accepted
H2	KSB	<---	Altruistic	.593	.033	18.096	***	Accepted
H3a	Altruistic	<---	Vision	.452	.055	8.171	***	Accepted
H3b	Altruistic	<---	PS	.408	.050	8.089	***	Accepted
H3c	Altruistic	<---	Task	.331	.041	8.061	***	Accepted
H3d	Altruistic	<---	SI	.285	.062	4.600	***	Accepted
H4a	OC	<---	Vision	.392	.068	4.088	.***	Accepted
H4b	OC	<---	PS	.154	.062	2.469	.014	Not Accepted
H4c	OC	<---	Task	.294	.051	1.846	***	Accepted
H4d	OC	<---	SI	.350	.076	4.587	***	Accepted
H5	KSB	<---	OC	.452	.027	3.429	***	Accepted

Note: PS—Participative Safety, Task— Task Orientation, SI—Support for Innovation, OC— Organizational Culture, KSB—Knowledge Sharing Behavior

Knowledge management in software houses is unsurprisingly vibrant and mainly depends on social relationships among individual workers for its creation, transference, and use. The major concern of current research was to dig out our considerate of knowledge sharing behavior by investigating the hypothetical relations between key motivational and contextual aspects in the framework of software management.

Even though the positive association between climate and knowledge sharing behavior was well established, comparatively slight is recognized about how the effects are mediated by an employee's individual faith system for example altruistic intentions. This research empirically checked a research model and the consequences recommended that the positive influence of team climate on knowledge sharing is largely mediated by an employee's altruistic intentions. This study donates to a further understanding of knowledge management from a psychosocial perception in software organizations.

The method underlying the team climate effect on knowledge sharing might be explained by ambient stimuli that is, individuals' exposure as a normal part of their life in the work setting with shared group norms, climate, and the task environment. The social context intensifies the employee's intention to employ in knowledge sharing behavior. The result indicate that generating a team climate behavior to innovation (operationalized here as vision, participatory safety, support for innovation, and task orientation) may be out looked as a favorable way of supporting and encouraging knowledge sharing behaviour.

This study revealed that an intrinsic motivational factor, altruistic intentions, exercised a strong impact on knowledge sharing behavior. This result is consistent with prior outcomes of studies which demonstrated that altruism is one of the strongest motivators among psychological factors (Bock, Zmud, Kim & Lee, 2005; Nov, 2007; Cho H, Chen M, Chung, 2010; Yazhou1 & Jian, 2013). The team innovation climate exaggerates the salience of the individual belief system that administers the readiness of employees to present knowledge sharing behavior. That is, the more individuals recognize a climate differentiated by participative safety, support for innovation, clear team vision and high task orientation, the more they will exercise their altruistic intentions to share knowledge with others. Accordingly, knowledge management strategies require accounting for employee's altruistic intentions in knowledge sharing.

Recommendations

The findings of this study recommend several suggestions. Promoting a highly innovation-oriented work context is probable to cultivate employees' intentions, which are actually significant in motivating knowledge sharing behavior. In a realistic logic, knowledge sharing behavior cannot be enforced, except only promoted and facilitated. Moreover, changing individual's behavior is the greatest challenge for team members' knowledge sharing behavior. As knowledge sharing is imperative for software organizations, managers should identify the significance of construction a new climate to efficiently exercise impact on individuals' altruistic intentions, which in turn will enhance knowledge sharing behavior.

An elegant knowledge management system is necessary for knowledge management, but it is not probable to be the solitary key player for smart knowledge sharing. Human resources share knowledge more freely when motivated. The motivation could be either intrinsic or extrinsic. The research suggest that extrinsic rewards may be helpful in the preliminary phase of building up knowledge, however the effect may turn out to

be weaker. Intrinsic rewards for example altruistic intentions may be able to assist knowledge sharing, which would favor the move from extrinsic rewards to intrinsic rewards because knowledge management practices develop into established. It is therefore recommended that at the start a business desires to execute a well-designed knowledge management system infrastructure for knowledge sharing. In this way an extrinsic rewards system may be recognized to increase the happening of knowledge sharing behavior. Afterwards, knowledge managers need to shift their focus to increase intrinsic motivators for instance individuals' altruistic intentions.

Conclusion

The results of this study revealed that all the constructs of team innovation climate have positive impact on altruistic intention and knowledge sharing behavior. Moreover, altruistic intention and organization culture had positive impact on knowledge sharing behavior. However, it was found that one construct of team innovation climate (Participative safety) did not have impact on organization culture. In summary, the present research contributes to the literature pertaining to the psychosocial sides of knowledge sharing behaviors. The knowledge sharing behavior of a person is influenced by altruistic intentions to execute the behavior and altruistic intentions are established by the individual's perception of a team innovation climate. Contrary to the hypothesis that knowledge management is principally a technical problem effortlessly resolved by establishing an capable information system, this research underlines the significance of the psychosocial variables, creative culture, and individual tendency to recognize the dynamics of knowledge sharing behavior.

Research Limitations and Direction for Future Research

This research has a number of limitations. First, data collection was limited to a management team in software houses. The results should be experienced further by means of samples from other sectors as manufacturing, and services sector i.e. banking. Second, only a few variables were selected to signify motivational and contextual factors. Knowledge sharing can be persuaded or mediated by many other motivational factors. Hence, future study may assimilate those variables to achieve a more broad understanding of the psychosocial enablers behind knowledge sharing. Third, the findings of present research were based on a cross-sectional survey and co relational analyses. Additionally, a self-reported questionnaire might elevate the likelihood of common method bias. Though safety measures were taken to decrease the likelihood of CMV, there are other factors for example rewarding systems for knowledge sharing, business policies, regulatory environment that may have exaggerated the potency of the association among these elements. Moreover, the outcomes of knowledge sharing on organizational performance may also be viewed. On the other hand, future study may implement an experimental design or longitudinal study to check the causal relationships.

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