How to Promote Knowledge Sharing within Oganisations: The CIB Bank

Rasha Abd El Aziz, Laila Wahba, Niveen El Sagheer
CMT, AASTMT

Abstract

Nowadays, Organisations' ability to encourage knowledge sharing is considered a key success factor in such a highly competitive environment. This has called the need for understanding knowledge sharing and determining the main criteria that affect the employees' intention to share knowledge. Accordingly, the aim of this paper is to identify the main factors that affect employees' intention to share knowledge and to propose a model that would act as a guideline for decision makers in organisations. Thus, the Commercial International Bank (CIB) in Egypt was selected as the research's case study, where over 100 employees were surveyed. Data was statistically analyzed and the findings enabled the researchers to make recommendations on how to promote knowledge sharing within organizations.

1. Introduction

Globalization, rapid technological changes, and information overload have forced organizations to recognize the challenges affecting their future survival and strategic positioning [32]. This has led organizations to start realizing the importance of respect knowledge. The value of knowledge increases when it has a purpose and focus on mission, core values and strategic priorities [23]. Therefore, Knowledge management (KM) is a formal, directed process of determining what information a company has that could benefit others and then devising ways to making it easily available to others.

Almost all Organizations have started to realize how important it is to "know what they know" and be able to make maximum use of the knowledge. This knowledge resides in many different places such as: databases, knowledge bases, filing cabinets and peoples' heads and are distributed right across the organization. Sometimes an organization repeats the work simply because it failed to keep track and make use of knowledge.

To successfully achieve effectiveness in knowledge management, knowledge sharing should be the most important consideration and consequently determining which factors promote or hinder employees' intention to engage in knowledge sharing is important.

The main subject of the research is to investigate on knowledge sharing within organizations in the Egyptian context and propose a model that helps companies in identifying the main factors that

stimulates and enhances the employees' intention to share knowledge. In order to achieve this aim, the following hypotheses were devised:

H.1 There is a relationship between employees' commitment and their intention to share their knowledge.

H.2 There is a relationship between Organizational Structure and employees' intention to share their knowledge.

H.3 There is a relationship between Extrinsic Motivation and employees' intention to share their knowledge.

H.4 There is a relationship between Leadership Style and employees' intention to share their knowledge.

3. Related Work

Nonaka and Takeushi argued that organizations cannot create knowledge without individuals, and unless individual knowledge is shared with other individuals and groups, the knowledge will have limited impact on organizational effectiveness [28].

Lin added that knowledge sharing is a "social interaction culture, involving the exchange of employee knowledge, experience, and skills through the whole department or organization" [22]. For individual employees, knowledge sharing is talking to colleagues to help them get something done better, quickly and more efficiently. For organization, knowledge sharing is capturing, organizing and transferring experience-based knowledge that resides within the organization and making that knowledge available to others in the business.

Bartol and Srivastava described knowledge sharing as "individuals sharing organizationally relevant information, ideas, suggestions, and expertise with one another" [4]. However they viewed that individuals may feel reluctant to share their knowledge with others and this may due to their fear of losing superiority arising from their ownership of that knowledge, or their perception of not being adequately rewarded for knowledge sharing action.

Kwok and Gao identified three variables that have been widely discussed in previous research studies to be important for effective knowledge sharing: Extrinsic Motivation, absorptive capacity and channel richness [19]. They found that people basically do not care about what rewards they could attain by sharing their knowledge with others. Thus it's hard to relate extrinsic motivation with any belief that can significantly determine an individual's

attitude toward knowledge sharing behavior. However, if the recipient equipped with large absorptive capacity, he can learn and use the knowledge shared by the contributor and both sides can experience the effectiveness of knowledge sharing. They also added that people would hold favorable attitude toward knowledge sharing behaviors if they feel convenient and flexible in time and place to engage in such activities.

Cabrera, Collins and Salgado focus on a number of psychological and organizational variables that may explain part of the variance among individuals in terms of participation in knowledge sharing [9]. These variables are: (i) Individual variables (Personality, Self-Efficacy, and Organizational Commitment); (ii) Individual perceptions of how the organization is managed (Job Autonomy, Reward associated with knowledge sharing and Perceived Support from co-workers and supervisors); and (iii) individual perceptions about existing knowledge management systems (Availability and Quality of the systems).

Reviewing literature revealed several factors affecting Knowledge sharing within organizations. Zarraga and Bonache found that some of the elements of the climate had more effect on the transfer of knowledge such as (Mutual Trust and Access to Help) while (Active Empathy and Lenience in Judgment) had more effect on creation of knowledge [39]. Kim and Lee found that Social Networks, Performance-Based Rewards System and Employee's usage of IT applications are all positively associated with high levels of employees' knowledge sharing capabilities [17].

Kwok and Gao found that extrinsic motivation had negative effect on people's attitude toward knowledge sharing while channel richness and high level of absorptive capacity lead to individual's more favorable attitude toward knowledge sharing [19].

Cabrera, Collins and Salgado found that self-efficacy, organizational commitment, perception of support from colleagues and extrinsic rewards had positive effect on knowledge sharing [9]. Bock, Zmud, Kim and Lee found that organizational climate [6]; Anticipated Reciprocal Relationships and Sense of Self Worth exerted a strong influence on individual's intentions to engage in knowledge sharing. While extrinsic rewards may hinder rather than promote the development of favorable attitudes toward knowledge sharing.

HSU found that Organizational Climate in terms of innovative reward system, "Bottom-UP" management style and hypertext organizational structure play a dominant role in Knowledge Management as it motivates individual's creativity and encourage employees to share their knowledge and expertise with others [15]. Tohidinia and Mosakhani found that both perceived self-efficacy and anticipated relationships positively influenced

attitude toward knowledge sharing, while expected extrinsic rewards had no significant relationship with attitude toward knowledge sharing. Furthermore, they found that organizational climate influence knowledge sharing subjective norms.

4.1. Organizational Commitment

Allen and Meyer suggested that 'A committed employee is one who will stay with the organization through thick and thin, attends work regularly, puts in a full day, protects company assets, and who shares company goals' Positive outcomes or outputs at work will often cause higher commitment [1]. In 1991, they noted that commitment as a psychological state has at least three separable components: affective attachment to the organization, perceived costs with leaving the organization and obligation to remain with the organization.

Affective commitment based on emotional attachment to the organization. Employees choose to remain with the organization because they want to stay. Continuance commitment refers to employee's awareness that costs are associated with leaving the organization, employees whose primary link to the organization is based on continuance commitment remain because they want to do so. Normative commitment refers to an employee's feelings of obligation to continue employment; employees with a high level of normative commitment feel that they ought to remain with the organization. An employee can experience all three forms of commitment to varying degrees. One employee for example might feel both a strong desire and a strong need to remain, but little obligation to do so. Cabrera, Collins and Salgado found that even though the three components of organizational commitment may be related to knowledge sharing in organizations, they stated that participation in knowledge sharing will be especially sensitive to the level of an employee's affective commitment [9].

Gallie et al. suggested that developing the trust, motivation and commitment of workers represents one of the key issues in relation to the management of knowledge workers [12]. This is important because workers with high levels of organizational commitment are less likely to leave, are more likely to be highly motivated, and will probably be more willing to share their knowledge within the organization. They added that commitment may be an important variable influencing the attitudes of workers towards participating in KM initiatives or in sharing their knowledge with colleagues. Thus the commitment levels have two potential impacts on organizational KM initiatives. Not only may commitment levels affect the willingness of workers to share their knowledge, but they also affect the extent to which workers remain loyal to their organizations.

McKenzie et al. found that individual commitment to KM initiatives is linked to commitment from senior management who must send a message that KM is critical to the company's success [24]. To do so they have to identify what types of knowledge are most important to the company, describe their vision of how knowledge can make a difference to the organization, behave in a way that's consistent with that vision and providing funding and resources to enable people to act in accordance with their good intentions. They also stated that those organizations that appear to be most successful at winning commitment were characterized by their recognition that knowledge is strategically important to their business, their understanding of the value of their knowledge assets and the influential champions for knowledge initiatives. They have also engaged individuals at all levels of the organization, including middle managers, in the initiatives. Commitment is maintained through providing both positive feedback on the outcomes of KM activities, and learning from mistakes.

4.2. Organizational Structure

Burns and Stalker found that in order to succeed organizations must adapt its structure to conditions determining change or stability in the market it depends on. Organizations are typically mechanistic or organic [8]. The least effective organization tends to rely on a mechanistic structure which is characterized by bureaucracy, vertical communication, a high division of labor, a precise definition of rights and obligations attached to each functional role, centralized and formal authority, specialization and a low degree of autonomy on all levels of the organization. Thus Knowledge in the bureaucratic organization rests at the top of the hierarchy and is not easily shared between organization's members.

On the other hand, they argued that the most effective organization deal with uncertainties and develops an organic structure which is characterized by flexibility, horizontal communication and open by means of providing information and advice rather than orders, decentralized and informal authority, strong emphasis on teamwork and task forces and employee empowerment. Thus Burns and Stalker concluded that in order for the organization to achieve its objectives and gain competitive advantage, management has to shift its organizational design from one that is bureaucratic into one that is open and adaptive

Sabri believes that it's difficult for organizations to succeed in knowledge intensive economy without influencing power in the organizational design for effective knowledge management [32]. Consequently organizations must coordinate its strategy, organizational structure and corporate culture in a way that promotes knowledge sharing. She added that if the existing culture in the organization is power or role oriented, it will fit a mechanistic form of structure but this will not lead to a knowledge creating organization. However, if the existing culture is achievement or support oriented, it will fit an organic form of structure and this will lead to knowledge creating organizations because such organizations are adaptive, more effective for continuous learning and good for innovation and creativity.

Nonaka and Takeuchi proposed the hypertext organizational structure which combines the advantages of hierarchical structure and task force and in turn facilitates the transfer of knowledge at various levels [28]. In hierarchical structure, tacit and explicit knowledge are internalized and combined to generate novel knowledge. In task force, tacit and explicit knowledge are socialized and externalized to generate new knowledge.

4.3. Leadership Style

Singh stated that it has been a common understanding among behavioral thinkers that if the firm has the best of best leadership practices in operation, other organizationally-desired mechanisms, will automatically fall in line [34]. Therefore, the leaders have direct impact on how the companies should approach and deal with knowledge management processes and practices. If the boss takes knowledge seriously, the rest of the company will follow automatically.

Bryant found that workers are more likely to share knowledge when they are praised by mangers, having knowledge sharing as part of their performance evaluations and are provided financial and non-financial rewards for sharing [7]. Team leaders have control over praise and performance evaluations, but also require support from higher levels of management to provide raises, bonuses and other rewards for sharing behaviors.

Noanaka viewed that leaders provide the context in which workers create knowledge and can influence the levels of creativity in the organization [26]. Leaders have direct control over what activities are rewarded, what behaviors are encouraged and how work will be valued on the organization. These factors influence worker's ability to develop new knowledge.

Srivastava, Bartol and Locke defined knowledge sharing as "a team process where team members share task relevant ideas, information and suggestions with each other" [5]. They also viewed that knowledge sharing is an important component of knowledge management as it helps in codifying the repository of available knowledge in organizations and increasing it over time but it does not happen

automatically without the help of a team leader. When team members receive fair recognition from their leader for their contribution of ideas and information, they are motivated to share their unique knowledge with one another. Similarly, participative decision making and coaching behavior of an empowering leader encourage knowledge sharing as it includes encouraging team members to solve problems together, thereby providing them with opportunities to share their knowledge. Singh also found that both directive and supportive styles of leadership have negative relationship with KM processes and practices at the workplace, this means that if the knowledge workers' job behaviors are controlled and regulated by their superiors, these knowledge workers would not feel at home to contribute to the organizational goal of creating and managing knowledge for competitive advantages [34]. On the other hand, consulting and delegating modes of leadership behaviors have been found to be associated with creation, management and application of knowledge and this can be achieved because employees feel free to experiment and innovate

HSU distinguished between two types of management styles: "Up-Down" management and "Bottom-Up" management and he found that as the "Bottom-Up" management style encourages autonomy it affects in turn knowledge creation and knowledge sharing because knowledge creation depends on employees instead of top management and it's suitable for handling implicit knowledge however, the lack of interaction between individuals hinder the knowledge sharing within organizations [15].

Bryant viewed that several elements of transformational leadership style fit with managing knowledge [7]. Transformational leaders create an atmosphere conductive to knowledge sharing and creation by using charisma, encouraging intellectual development and by paying individual attention to workers. Transformational leaders provide a vision, inspire workers and give individual considerations; therefore, their style fits with the needs of knowledge workers because they usually have more experience than their supervisors, tend to be self-motivated, and require less direct supervision.

4.4. Extrinsic Rewards

Cabrera, Collins and Salgado noted that intentions to perform a certain action are in part determined by consequence expectations [9]. The more positive outcomes associated with a given action, the more inclined the person will be to perform that action. Therefore, sharing knowledge may be in part determined by the rewards associated with such behavior. Bartol and Srivastava [4] added that unless the knowledge source can have a positive response to

the question, "What will benefit me?" knowledge sharing behavior is less likely to happen, so organizations must know how reward systems can be effective. Cabrera and Cabrera also stated that one of the reasons for not contributing to knowledge repositories is a reluctance to spend time on knowledge sharing because employees believe that they should spend their limited time on what they perceive to be more productive activities [10]. So when these behaviors are directly evaluated and rewarded, employees are more likely to see them as integral part of their job responsibilities. When this is the case, the time spent on knowledge sharing will not be considered an opportunity cost or time that could have been spent on more productive activities. Yang and Chen investigated the relationship between organizational knowledge capabilities and knowledge sharing and they found that reward, compensation, promotion and prizes are among the incentive systems which encourage individuals to contribute their professional knowledge to organizations [38].

Taylor also stated that incentives can be structured to reward individual performance, team performance, or both [35]. Group-Based incentives, such as profit sharing rewarding employees for collective effort which foster knowledge sharing and increase team output. Tournament-Based incentive which is for example, awarding a bonus to the top seller each month, this type of incentive encourages competition between employees and consequently provides a disincentive to share knowledge. And finally, a Piece Rate incentive which motivates employees to do their individual best but removes competition, as there is no penalty for helping others, therefore encouraging knowledge sharing.

Zarraga and Bonache stated that the traditional reward systems reward those who produce rather than those who share [39]. Therefore, if an individual is rewarded for what he knows and the others do not know, sharing and disseminating will have a high cost to the individual. Thus group incentives and promotion systems encourage individuals to be more collaborative and help create a suitable climate for knowledge sharing. Cabrera and Cabrera agreed with them in that reward systems based on group or firm performance and stock ownership programs will reinforce collective goals and mutual cooperation that should lead to higher levels of trust necessary for knowledge exchanges [10]. Kim and Lee also found that the level of performance-based reward systems is positively associated with employee knowledge sharing because it promotes involvement and communication among employees to share their information on the organizational performance [17].

Bartol and Srivastava [4]; and Taylor [35] stated that rewards can range from monetary incentives such as bonuses to non monetary awards such as dinner gift certificates or public recognition that do

not have a monetary value. Lin found that these forms of extrinsic motivation may stimulate knowledge sharing because employees' extrinsic motivation to share their knowledge with others is based on their perception of the value received from this exchange [22]. So these employees are engaged in knowledge sharing process based on cost-benefit analysis comparing the rewards expected from the exchange with the effort involved in that exchange. If the benefits or rewards exceed or equal the effort involved, then the exchange process will continue.

However, Bock, Zmud, Kim and Lee found that contrary to commonly accepted practices associated with knowledge management initiatives, a felt need for extrinsic rewards may hinder - rather than promote - the development of favorable attitudes toward knowledge sharing [6]. Kwok and Gao also found that the term extrinsic motivation refers to the performance of activities in order to attain some separable consequence [19]. So since extrinsic motivation is imposed by some external forces, extrinsically motivated behaviors are typically less autonomous and are performed for a separable outcome such as punishment or rewards and this explains why external rewards or punishment will have minor and even negative effect in facilitating knowledge sharing, they found that people basically do not care about what rewards they could attain by sharing their knowledge with others. Thus it's hard to relate extrinsic motivation with any belief that can determine an individual's attitude toward knowledge sharing behavior.

Cabrera and Cabrera agreed with them in that offering extrinsic rewards for a certain behavior tends to decrease the perceived intrinsic value of the behavior, thus offering rewards low in salience may be a good way to signal that the organization values knowledge sharing [10]. Cabrera, Collins and Salgado [9]; Lin [22]; Bartol and Srivastava [4]; Zarraga and Bonache [39] have indicated the role of intrinsic motivation in creating employees' positive mood, resulting in encouraging participation in voluntary knowledge sharing activities. Cabrera and Cabrera also found that intrinsic rewards such as recognition may be more effective than extrinsic rewards for engaging employees in knowledge sharing activities. Lin added that intrinsic motivation refers to encouraging in an activity for its own sake which means that these employees can be satisfied by enhancing their knowledge self-efficacy or their ability to provide knowledge that is useful to the organization.

Ipe argued that tangible rewards alone are not sufficient to motivate knowledge sharing among individuals but professionals participate in knowledge sharing activities because of the intrinsic reward that comes from the work itself so unless these activities help employees meet their own goals, tangible rewards alone will not help [16].

Bartol and Srivastava proposed a relationship between different types of knowledge sharing and monetary reward systems [4]. They identified four mechanisms of knowledge sharing—individual contribution to databases, formal interactions within and between teams, knowledge sharing across work units, and knowledge sharing through informal interactions. They suggested that monetary rewards could be instituted to encourage knowledge sharing through the first three mechanisms, whereas informal knowledge sharing would be rewarded by intangible incentives such as enhancing the expertise and recognition of individuals.

5. KM Models

Several models focused on investigating the variables that affect the employees' willingness to share knowledge within the organizations. Zarraga and Bonache focused on the climate that must exist within a team in order for it to produce the transfer and creation of knowledge and the organization initiatives that facilitate it [39].

Kim and Lee [17] focused on the influences of Organizational Culture (Vision and Goals, Trust among employees, social networks), Organizational Structure (Centralization, Formalization, Performance-Based Reward systems) and Information Technology (IT application Usage, End-User Focus), Kwok and Gao [19] identified another three variables to be important for effective knowledge sharing: Extrinsic Motivation, absorptive capacity and channel richness.

Cabrera, Collins and Salgado focused on Individual Variables (Personality, Self-Efficacy, and Organizational Commitment), Organizational Variables (Job Autonomy, Reward associated with knowledge sharing and Perceived Support from co-workers and supervisors) and Knowledge Management Systems (Availability and Quality of the systems).

HSU viewed that the organizational Climate plays a dominant role in knowledge management and it's also an important factor in organizational learning as it motivates individual's creativity and create an innovative climate [15]. In his study he identified organizational structure, reward system and management style as the important dimensions of innovative climate.

6. Research Framework

Figure 1. Research Framework
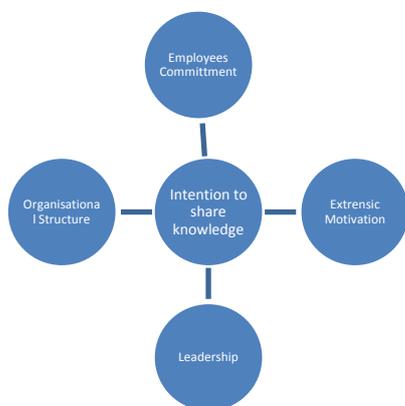
7. Research Design

A structured questionnaire was designed to survey employees working at one of the main and well known banks in the Egyptian banking industry in order to measure their intention to share knowledge. The questionnaire contained 50 variables arranged in 5 groups and a demographics section.

Group 1: The items for the Intention to share knowledge variable are adapted from Fishbein and Ajzen's research. Five items are used to measure Intention to share knowledge.

- Two items (Qusetion1-2) assess intention to share explicit knowledge
- Three items (Question 3-5) assess intention to share implicit knowledge.

Group 2: The affective, continuance, and normative commitment scales (ACNCS) of Allen and Meyer (1990) are used to measure the first independent variable Organizational Commitment. This scale is represented by 24 items to measure organizational commitment.

- 24 items (Question 6-29) assess commitment.

Group 3: The items used to measure Extrinsic Rewards are adapted from previous study conducted by Bock et.al (2005). This scale is represented by

- Two items (Questions 30-31).

Group 4: The items used to measure Leadership Style are adapted from the measures of leadership support and consideration developed by House and Dessler (1974).

- Five items (Questions 32- 36).

Group 5: The items used to measure the Organizational Structure are adapted from Khandwalla's (1976/1977) scale, which measures the degree to which organizations reflected mechanistic or organic characteristics. This scale is represented by 14 items

- Seven items (Questions 37-43) asses the organization's tendency to mechanistic structure,
- Seven items (Quesstions 44-50) asses the organization's tendency to organic structure.

The survey was administered at the Commercial International bank in Egypt which is one of the biggest and wide spread organizations in the Egyptian banking industry, when 150 respondents from the bank were chosen for the survey. 100 valid questionnaires were returned.

7.1. Frequencies

- 80% of respondents agreed that they will share work documents, while only 9% disagreed.
- 85% agreed that they will share manuals, methodologies and models, and only 3% disagreed.
- 82% intend to share their experience, while only 8% disagree, and 10% were neutral.
- 86% will try to share their educational knowledge, only 4% disagree.
- 50% would be very happy to spend the rest of their career with this organization, 22% disagree, and 28% were neutral.
- 69% really feel as if this organization's problems are their own, 13% disagree, and 18% were neutral.
- 56% feel it would be very hard for them to leave their organization now, even if they want to, 16% disagree, and 28% were neutral.
- 48% agreed that jumping from organization to organization does is not unethical, 13% disagree, and 39% were neutral.
- 60% of respondents agreed that there have highly structured channels of communication and a highly restricted access to important financial and operating information, 17% disagree, and 23% were neutral.
- 49% of respondents agreed that they have a uniform managerial style throughout the business unit, 22% disagree, and 29% were neutral.
- 50% of respondents agreed that the most say in decision making is to formal line managers, 16% disagree and 34% were neutral.
- 54% of the respondents agreed that true management principles are held despite any changes in business conditions, 18% disagree and 28% were neutral.
- 49% of the respondents agreed on always getting personnel to follow the formally laid down procedures, 10% disagree, and 41% were neutral.
- 42% of the respondents agreed that there is tight formal control of most operations by means of sophisticated control and information systems, 18% disagree, and 40% were neutral

- 57% agreed that line and staff personnel adhere closely to formal job descriptions, 17% disagree and 29% were neutral
- 49% of the respondents agreed that they have open channels of communication with important financial and operating information flowing quite freely throughout the organization, 20% disagree, and 30% were neutral.
- 44% of respondents agreed that the managers' operating styles are allowed to range freely from the very formal to the very informal, 17% disagree, and 39% were neutral.
- 40% of respondents agreed that experts in a given situation have the most say in decision making even if this means bypassing formal line authority, 26% disagree, and 34% were neutral.
- 40% of respondents agreed that they are adapting freely to changing circumstances without too much concern for past practice, 26% disagree, and 34% were neutral.
- 42% agreed that there is a strong tendency to let the requirements of the situation and the individual's personality define proper on-job behavior, 19% disagree, and 39% were neutral.
- 70% of respondents agreed that their supervisor asks them for suggestions concerning how to carry out assignments, and 10% disagree.
- 64% of respondents agreed that their supervisor gives advance notice of changes, and 14% disagree.
- 52% of respondents agreed that their supervisor treats all people he supervises equally, and 22% disagree.
- 77% of respondents agreed that their supervisor is friendly and approachable, and only 6% disagree.
- 42% disagreed that they will receive monetary rewards in return for their knowledge sharing, 35% were neutral, and 23% agreed
- 23 % disagreed that they will receive additional points for promotion in return for sharing their knowledge, 36% were neutral, 41% agreed

Demographics:
- 52% of the respondents are male and 48% are female
- 93% of the respondents are aged from 25 to 35 and 7% are above 35
- 73% of respondents have college degree and 27% are post graduates
- 73% of the respondents worked for the bank less than 5 years, 21% worked from 5 to 10 years, and only 6% worked more than 10 years
- 68% of respondents are first line employees, 30% middle level, and only 2% are at the top management level

7.2. Testing the hypotheses

$H_0$1: *There is no relationship between employees' commitment and their intention to share their knowledge.*

Testing this using the relevant questions, Chi-square = 44.600 (df=29, sig.=0.032).

This shows a significant relation between employee's commitment and their intention to share their knowledge. This would enable the authors to reject the null hypothesis. The interpretation is that employees' commitment seems to affect their intention to share knowledge. Committed employees are willing to spend the rest of their lives with the same organization and their primary concern is organization's overall success.

$H_0$2: *There is no relationship between Organizational Structure and employees' intention to share their knowledge.*

Testing this using the relevant questions, Chi-square = 87.200 (df=29, sig.=0.000).

This shows a significant relation between organizational structure and employees' intention to share their knowledge. This would enable the authors to reject the null hypothesis. The interpretation is that the organization structure seems to affect their intention to share knowledge. When organizations are organic where employees are encouraged to participate in decision making at all levels, there is strong emphasis on team work and employees empowerment, the employees are more likely to share their knowledge with others.

$H_0$3 *There is no relationship between Leadership Style and employees' intention to share their knowledge.*

Testing this using the relevant questions, Chi-square = 61.920 (df=15, sig.=0.000).

This shows a significant relation between the leadership style and employees' intention to share their knowledge. This would enable the authors to reject the null hypothesis. The interpretation is that leadership style seems to affect their intention to share knowledge. If the boss takes knowledge seriously, the rest of the company will follow. So the top level must understand the value of knowledge and motivate others to participate in knowledge sharing.

$H_0$4 *There is no relationship between Extrinsic Motivation and employees' intention to share their knowledge.*

Testing this using the relevant questions, Chi-square = 108.44 (df=8, sig.=0.000).

This shows a significant relation between extrinsic motivation and employees' intention to share their knowledge. This would enable the authors to reject

the null hypothesis. The interpretation is that extrinsic motivation seems to affect their intention to share knowledge. When rewards are used effectively, they can motivate individuals to perform at higher levels. Employees' intention to share their knowledge with others is based on their perception of the value they will receive.

8. Conclusion

The research aim was to investigate the main variables that affect knowledge sharing among employees within organization in the Egyptian context and to propose a model that helps these companies to increase employees' intention to share their knowledge. The analysis of research results showed consistency with previous studies where there is a significant relationship between employees' commitment to organization and their intention to share their knowledge. In other words, committed employees are more loyal to the organization and less likely to leave [9, 12 and 24]. Accordingly, committed employees seem to be more willing to share their knowledge with others within the organizations. Research findings also indicate that when organizations rely on organic structure which is characterized by flexibility, horizontal communication and teamwork, knowledge sharing is enhanced among employees. This finding is consistent with that of the study conducted by [8, 28]. In addition, stated that leadership style also affects the employees' intention to share knowledge which again seems consistent with the research findings of the study at hand [7, 26 and 34]. Finally, it was found that there is a significant relation between extrinsic rewards and the intention to share knowledge within organizations which is well supported by previous studies conducted by Bratol and Srivastava [4], Zarraga and Bonache [39], Taylor [35].

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