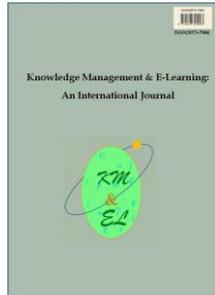

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Encouraging knowledge sharing behavior through team innovation climate, altruistic intention and organizational culture

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Encouraging knowledge sharing behavior through team innovation climate, altruistic intention and organizational culture

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Abstract: The purpose of this study is to investigate the relationships among team innovation climate, altruistic intention, creative culture, and knowledge sharing behavior of employees. A survey-base study was conducted with 319 software managers working in teams in Pakistan. The results of this study revealed that team innovation climate had positive impact on altruistic intention and knowledge sharing behavior. Moreover, altruistic intention and organizational culture had positive impact on knowledge sharing behavior. Limitation of the study and recommendations for future study are also discussed.

Keywords: Team innovation climate; Altruistic intention; Organizational

culture; Knowledge sharing behaviour

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1. Introduction

Nowadays, knowledge application is regarded as 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, Nakhchian, & Kashani, 2013). Knowledge sharing has been acknowledged as a constructive energy solution for the survival of a business. However, the dynamics, which encourage or deject knowledge sharing behavior in the business perspective, are inadequately understood (Bock, Zmud, Kim, & Lee, 2005). Recognition of the 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; Shahzadi, Hameed, & Kashif, 2015).

Raju, Lonial, and Crum (2011) claimed that knowledge is a strategic part of business asset and important force to achieve organizational 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 in difficulty resolving, strategic planning, vibrant learning, decision-making, and performance enhancement. The main goal of knowledge sharing is the quick, successful and novel deployment of the resources and knowledge assets (Gholami, Asli, Nazari-Shirkouhi, & Noruzy, 2013).

Knowledge sharing in organizations is obviously dynamic and mostly depends on social relations among employees for knowledge creation, transfer, and use (Liu, Cheng, Chao, & Tseng, 2012). Knowledge resources authorize to attain better outcomes than their opponents do. There has been an increasing curiosity in society of practice as a way of generating and transferring knowledge in an organization (Caldwell, 2008; Currie, Finn, & Martin, 2007; Graham, Brinson, Magtibay, Regan, & Lazar, 2009; Rangachari, 2008). The firms are trying to establish knowledge management system and patterns to use the knowledge more successfully. However, the transformation of knowledge management into practice is a well-distinguished contest for the businesses. Knowledge management entails a chain of strategies and policies that facilitate generating, disseminating and institutionalising 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 the procedures of knowledge management and a rising curiosity in the individuals' perspective of knowledge management in the company (Gourlay, 2001).

The key for effective 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 divisions eventually depends on the knowledge sharing behaviours of employees. Firms rely on the knowledge sharing behaviour of employees in order 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 as one of the key hurdles to efficacious knowledge management (Alavi & Leidner, 2001; Davenport & Prusak, 1998; Hendriks, 1999). Sharing individuals' skills and capability is probable to increase organizational abilities 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 may be defined as the procedure planned to facilitate businesses generate, confine, investigate, apply, and reuse knowledge to attain competitive edge (Van den Hooff & De Ridder, 2004). Knowledge sharing relates to the readiness of employees within a group in sharing with others the knowledge they have attained (Bock, Zmud, Kim, & Lee, 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 expertise (Choi, Kang, & Lee, 2008). There are facilitators that assist knowledge sharing behaviors from two views, the technical in opposition to the people-oriented view. The accent of the technical outlook is on offering road map for realizing knowledge system. Whereas, the people-oriented outlook spotlights on contextual or motivational aspects, which are probable to stimulate or persuade knowledge sharing behaviours. Several studies have observed different motivational aspects, which manipulate knowledge sharing behaviours or intentions in organizational circumstances, for example positive attitude toward knowledge sharing, intrinsic, and extrinsic rewards (Bock & Kim, 2002; Kankanhalli, Tan, & Wei, 2005). Technical view stresses on giving strategies for executing knowledge system. On the contrary, the people-oriented view has

focus on contextual or motivational elements, which are probable to stimulate or persuade knowledge sharing behaviors.

The objectives of this research were:

- To examine whether an innovative team climate motivates employees' altruistic trends in an organization, and as a result increases knowledge sharing behaviors; and
- To investigate the relationships among team innovation climate, altruistic intention, creative culture, and knowledge sharing behavior of employees.

This research aimed to develop 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 organizational culture and ultimate impact on knowledge sharing behavior. Moreover, the present paper contributes to knowledge sharing inquiry by further expounding which aspects are important for knowledge sharing efficiently.

In 2012, Liu, Cheng, Chao, and Tseng (2012) articulated that organizational culture is the missing link between team innovation climate and knowledge sharing behavior. The study conducted by Liu, Cheng, Chao, and Tseng (2012) using a component wise approach established mediation role of altruistic intention on the team innovation climate and knowledge sharing relationship. Although organizational 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 organizational culture and its effect on the knowledge sharing behavior in the service industry for instance software sector particularly in Pakistan perspective has been scarce.

2. Literature review and research model

2.1. Altruistic intention

The ability of a business to leverage its knowledge successfully is extremely dependent upon the willingness of employees in sharing knowledge as organizational knowledge mainly dwells within an employee. Lack of willingness in sharing knowledge is one of the basic difficulties faced by firms in the process of transaction (Von Krogh, 1998). The research reveals that readiness to share knowledge can be considered as a definite type of altruism, which indicates an optimistic approach to other group members, and willingness to response to colleagues (De Vries, Van den Hooff, & De Ridder, 2006). Regarding motivation, to share knowledge, practical studies have revealed that dynamics for instance assisting others (i.e. altruism) may be strong stimuli of knowledge sharing behaviors (Lin, 2006).

Altruism is an arbitrary individual attitude in which behaviours are presented without expectant any extra remuneration and are accomplished principally to value others. As helping behaviors may be regarded as voluntary actions done with the aim to offer some advantage to another individual, altruistic intention come out to be inherently inspired as a consequence of a respect for the desires of others (Mergel, Lazer, & Binz-Scharf, 2008). The research has revealed that humanistic of altruistic apprehension for others is an important thing, which determines knowledge sharing behaviours in virtual

groups such as Wikipedia (Nov, 2007; Cho, Chen, & Chung, 2010). Altruism is also considered as a significant element of organizational citizenship behavior (OCB). Smith, Organ, and Near (1983) defined a two dimensional construction of organizational citizenship behavior, counting altruism and generalized compliance. Research has recommended that organizational citizenship behaviour have a constructive association with knowledge sharing behaviour (Al-Zu'bi, 2011; Sun, Aryee, & Law, 2007). Al-Zu'bi (2011) investigated the association between organizational citizenship behaviour and knowledge sharing behaviour among the employees of pharmaceutical industry. The text recommended that the greater the logic of altruistic intention, the greater the behavioural intent to share knowledge.

2.2. Team innovation climate

Climate is defined as a set of shared views regarding people' perceptions of organizational practices, procedures and policies, and has recognized that climate is an important element in shaping behavior of individuals (Schneider & Reichers, 1983). Several effects 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 (2005) examined that a high care environment promotes both transferring and the generating of knowledge. According to Bock, Zmud, Kim, and Lee (2005), an organizational climate encouraging to innovation directly influences employees' intention to keep in knowledge sharing behaviors. A job group is a more suitable stage of investigation to study shared insights of climate in firms as most service job is realized by particular groups (Anderson & West, 1998). Darroch and McNaughton (2002) and Earl (2001) narrate that knowledge sharing is vital to business innovation, as knowledge sharing guides to publicize new thoughts and ideas that are regarded vital to vision and consequent innovation. Hence, a climate, which is associated to innovation, is essential for progressing knowledge sharing behaviours. Though maximum climate study has concentrated on the firm-level climate, this research adopts a team-level innovation climate to discover the relationship between knowledge sharing behaviour and team climate. As such, the employees' tendency to steadily provoke certain spirits in team members, irrespective of the feelings felt or stated by them can offer the motivation for the describing of affecting bond within teams. The hypothetical basis for concentrating on the team as a climate component is not only based on the combined accountability individuals share to define organizational consequences, but also on the significance of the team for service quality assurance in the firms (Rangachari, 2008).

2.3. Relation between team innovation climate, altruistic intention and knowledge sharing behavior

Team climate directly and indirectly (through altruistic intention) manipulates knowledge sharing behaviour of employees. First, the team climate is anticipated to directly manipulate an employee's behavior of knowledge sharing. We applied the theoretical frame of team innovation climate as being principally favorable to knowledge sharing with task orientation, support for innovation, participatory safety, and vision. Supervisory support and support for innovation reveal the shared opinion, which change and creativity are actively stimulated by team bosses and businesses practices. As a result, the members of team are more probable to contribute to creative and new thoughts with each other. Participative safety that reveals a professed logic of intimacy among employees, underlines release flow of information, and rational risk-taking (West, 1990; Usman,

Ullah, Kayani, Haroon, & Khan, 2012). Participative safety might be anticipated to make trust between group members and to guide to open information exchange. Lastly, vision relates to shared team values pertained with the quality of job performance. Given a high level of climate for distinction, team members are more prepared to connect in hard work for the teams to attain excellence standards of performance. During the execution procedure of a job, team members are more probable to share novel approaches for problem solving and assist in changing innovative concepts into knowledge. Accordingly, vision as a social custom turns 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 would enhance team members' intention towards knowledge sharing.

Contextual factors for example team climate manipulate the prominence of an employee's inherent inspirations or attitudes for example altruism (Ostroff, 1993; Cho, Chen, & Chung, 2010; Nonaka, 2005). The business climate is established to exercise a significant impact on the development of intrinsic inspiration for example subjective customs concerning knowledge sharing; it also directly effects an employee's intent for sharing knowledge (Bock, Zmud, Kim, & Lee, 2005; Tseng, Liu, & West, 2009).

2.4. Relationship between team innovation climate, organizational culture and knowledge sharing behavior

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, Lewis, & Boyer, 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 & Lin, 2013).

Organizational culture has impact on the amount to which innovative resolutions are encouraged and realized (Kenny & Reedy, 2006). The research reveals that a culture encouraging of creativity supports novel approaches of representing troubles and finding their resolutions. Andrew, Manget, Michael, Taylor, and Zabit (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, Bharadwaj, & Challagalla, 2004). Liao and Wu (2010) explain that culture encourages innovation by creating a business environment which institutionalizes innovation as a key activity and further, by focusing concentration on and valid innovation, an encouraging culture facilitates to stimulate and maintain the difficult, interactive process of social exchange essential for winning innovation (Syed & Lin, 2013).

2.5. Present study

The present study aimed to test the following hypotheses. The theoretical model is outlined in Fig. 1.

H1: The greater the extent of team innovation climate, the greater will be the behavioral intention to share knowledge.

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

H3: Team innovation climate has a positive impact on employees' altruistic intention.

H4: The greater the extent of team innovation climate, the more creative will be organizational culture.

H5: The organizational culture has positive impact on knowledge sharing behavior.

H6: Altruistic intention mediates the relationship of team innovation climate and knowledge sharing behavior of employees.

H7: The organizational culture mediates the relationship of team innovation climate and knowledge sharing behavior of employees.

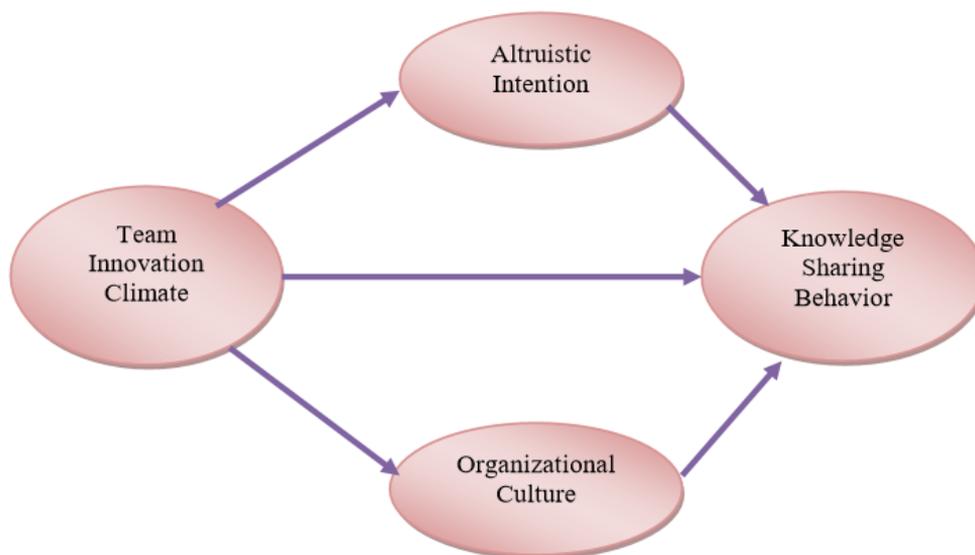


Fig. 1. Theoretical model

3. Research methodology

3.1. Population and sample

In this study, 400 questionnaires were circulated to the software managers working in teams in the capital city Islamabad, Pakistan.

3.2. Instrument of 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.

3.3. Measurement of study variables

3.3.1. Team innovation climate

The team innovation climate was developed to point out the magnitudes of team climate for innovation (Anderson & West, 1998). The 38 statements of the team innovation climate are separated 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.

3.3.2. Altruistic intention

Altruism inventory scale was adapted and amended from Podsakoff, MacKenzie, Moorman, and Fetter’s (1990) altruism scale. Several researchers have revealed that organizations perform better while they have better team support (Hackman, 2011; Mathieu, Maynard, Rapp, & Gilson, 2008). It was used to evaluate individuals’ discretionary intentions that influence helping another individual with a job or trouble working in teams. A 5-point Likert- scale having ranges from 1 (strongly disagrees) to 5 (strongly agree) was used. A sample of the statements is ‘We would help others who have difficulties.’ The internal consistency of this scale was 0.83.

3.3.3. Organizational culture

To considerate knowledge sharing as culturally resolute behavior of people in teams guides to think knowledge sharing as definite within two extents: 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 organizational culture, the scale of Kayworth and Leidner (2003) was used. This scale comprised of 22-scaled items. The cronbach alpha of the scale was identified as 0.74.

3.3.4. Knowledge sharing behavior

The four-item scale was modified from the scale of Cheng and Lee (2001). The portfolio was established with the explanation of knowledge sharing behaviour by which the knowledge owner transmits the knowledge to others and assists others recognize and achieve knowledge. The portfolio incorporates “to share learning openings, to share personal knowledge, and to encourage others in learning”. A five-point Likert-scale was utilized for reply preferences, having range from (1) ‘strongly disagree’ to (5) ‘strongly agree’. A sample statement is ‘We always try our best to answer questions that our colleagues ask us.’ Reliability test was done for each measure. Reliability of all measures was greater than 0.80, which indicated that this scale was reliable.

4. Data analysis and results

4.1. Analysis of demographics

In this study, 400 questionnaires were distributed among the respondents, and 319 filled and utilizable questionnaires were returned, presenting a response rate of 79%. Table 1 presents the respondent demographics for example age, working experience, education level, and qualification.

Table 1
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
	Married	247	77
Marital Status	Unmarried	72	23
	Graduate	121	40
Qualification	Master	99	31
	MS/M. Phil	78	23
	PhD	21	06
	1-2	125	39
Service Period	3-5	75	24
	6-10	60	19
	More than ten years	59	18
Total		319	100

Note. $N=319$

Table 2
Structural equation model fit measures of constructs

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	≤ 0.08				

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

4.2. Hypothesis testing

A structural equations modelling method through AMOS 18 was applied to test the study framework. This method was selected due to its capability to check casual associations between concepts with multiple measurement items. Many scholars have anticipated a two-stage model-structure procedure to apply this method. The measurement model was checked for the validation of instrument, which is followed by an examination of the structural model for checking relations conjectured in the study framework.

The first step in the assessment model was to study the goodness of fit of the conjectured model. The results in the Table 2 indicate the model fitness index, reflected in significant regression paths. Researchers have to go through model fit index provided by AMOS output. Table 2 indicates seven 7 model fitness criteria. The mixture of these outcomes recommended that measurement model demonstrated a good model fit.

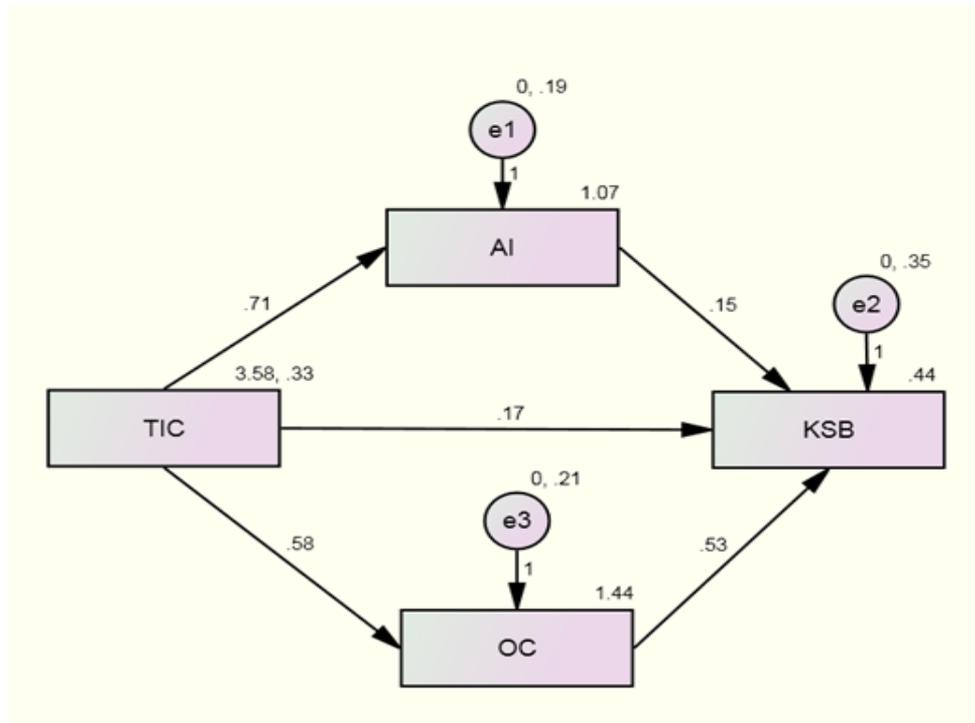


Fig. 2. Path diagram of the constructs of the study through AMOS

According to Fig. 2 and Table 3, in hypotheses, this research observed the influence of team innovation climate on knowledge sharing behaviour. The results showed that team innovation climate was observed to have positive influence on knowledge sharing behavior. Furthermore, altruistic intention was established to be significant in knowledge sharing behavior, supporting H2. In addition, the team innovation climate was observed to have positive impact on altruistic intention. These results supported the Hypothesis H3. Moreover, team innovation climate was found to positively influence organizational culture (H4). Finally, the influence of organizational culture was observed to be strongly positively linked with employees’ knowledge sharing behaviour, supporting hypothesis H5.

For mediation analysis, the main model was divided into three sub models. In first model, direct relation between team climate and knowledge sharing behaviour of employees was tested. In second model, altruistic intention (mediating variable) was tested to examine the direct and indirect relation and in third model, organizational culture (mediating variable) analysed to examine the direct and indirect relation between independent and dependent variables.

Table 3
Regression weights of the constructs

	Study Hypothesis	Estimate	S.E.	C.R.	P	Decision
H1	KSB <--- TIC	.170	.034	1.338	***	Accepted
H2	KSB <--- AI	.153	.033	18.096	***	Accepted
H3	AI <--- TIC	.712	.055	8.171	***	Accepted
H4	OC <--- TIC	.581	.068	4.088	***	Accepted
H5	KSB <--- OC	.534	.027	3.429	***	Accepted

Note: TIC—Team Innovation Climate, OC— Organizational Culture, KSB—Knowledge Sharing Behavior, AI—Altruistic Intention

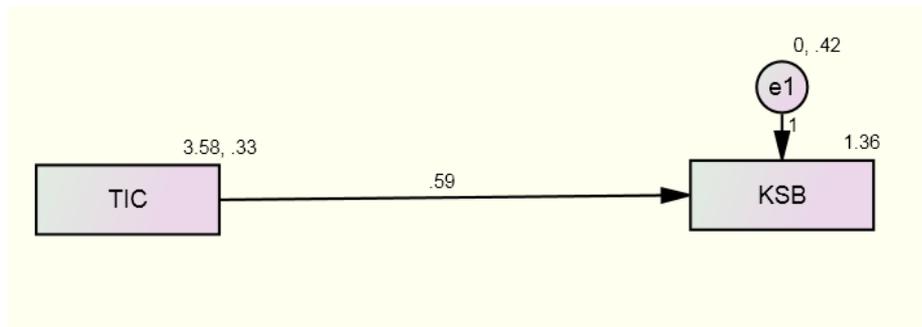


Fig. 3. Path diagram showing direct relationship of team innovation climate and knowledge sharing behavior

To check the mediation effect of altruistic intention, we first checked the direct relationship of team innovation climate and knowledge sharing behaviour of employees as shown in Fig. 3. The results found a significant and positive relationship ($\beta=.59, r > 0.10, p<0.05$).

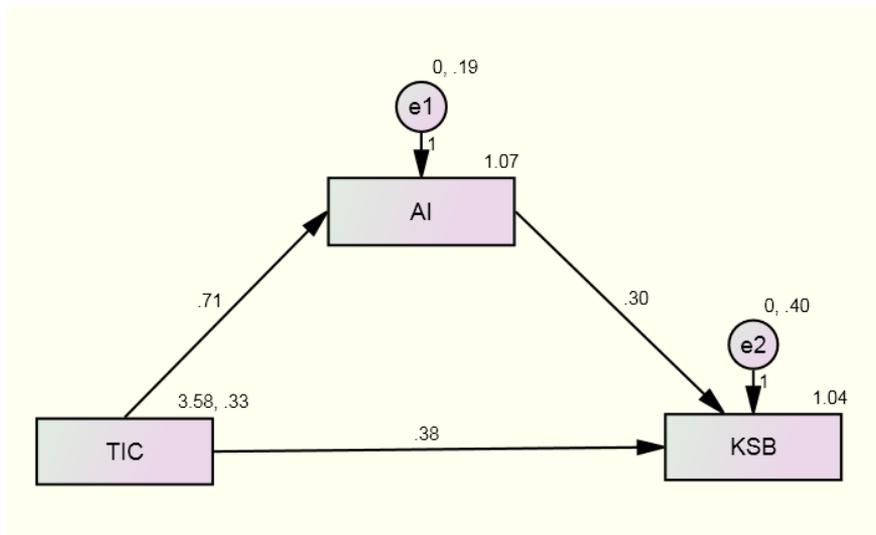


Fig. 4. Path diagram showing mediating effect of altruistic intention

Table 4
Regression weights with mediation of altruistic intention

			Estimate	S.E.	C.R.	P	Remarks
AI	<---	TIC	.712	.030	8.745	***	Supported
KSB	<---	AI	.304	.023	6.901	***	Supported
KSB	<---	TIC	.381	.035	7.057	***	Supported

Fig. 4 and Table 4 reveal that by introducing the third variable altruistic intention, the value of β is reduced to .38, which shows partial mediation. Hence, hypothesis 6 is accepted.

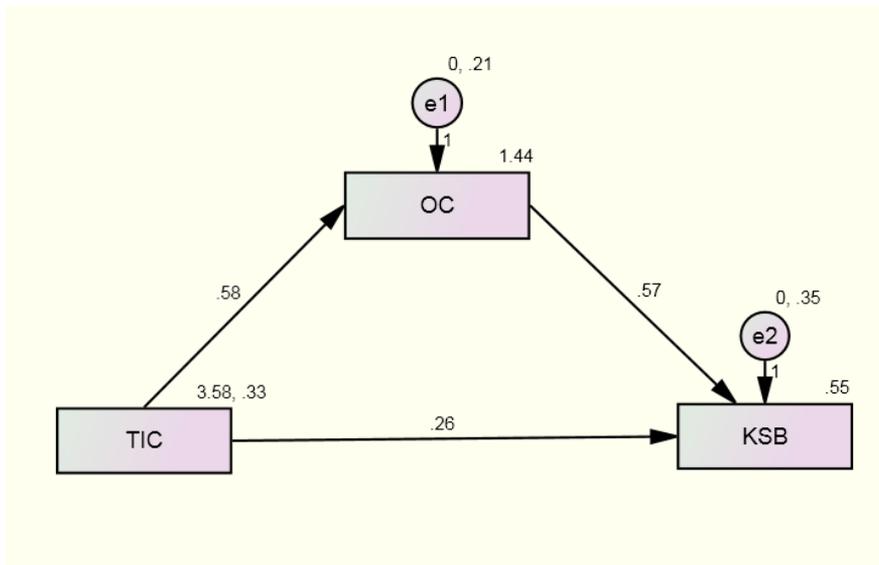


Fig. 5. Path diagram showing mediating effect of organizational culture

Table 5
Regression weights with mediation of organizational culture

			Estimate	S.E.	C.R.	P	Remarks
OC	<---	TIC	.583	.030	8.745	***	Supported
KSB	<---	OC	.570	.023	6.901	***	Supported
KSB	<---	TIC	.261	.035	7.057	***	Supported

Similarly, by adding organizational culture, the value of β is reduced to .26, as is shown in Fig. 5 and Table 5. Hence, hypothesis 7 is also supported that organizational culture mediates the relation between team innovation climate and employees’ knowledge sharing behaviour.

5. Discussions

This research presents a theoretical model to check the associations among team innovation climate, altruistic intention, organizational culture and employees' knowledge sharing behaviour. The Results exhibit that team innovation climate positively influences the altruistic intention, knowledge sharing behaviour. The results of current research donate to the hypothetical expansion of a theoretical model for explaining the relations among team innovation climate, altruistic intention and knowledge sharing behavior (Liu, Cheng, Chao, & Tseng, 2012), who recommended that future study must be carried out to recognize how the culture of an organization assists the firm's knowledge sharing behaviour. 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.

Knowledge management in software houses is unsurprisingly vibrant and is mainly dependent upon social relations among individual employees for its creation, transfer, and usage. The major concern of current research was to dig out our considerate of knowledge sharing behaviour by investigating the hypothetical relations between important contextual and motivational aspects in the framework of software management.

Even though the positive association between team climate and knowledge sharing behaviour was substantially established, comparatively slight is recognized about how the impressions are mediated by an employee's individual faith system for example altruistic intention. This research checked a study framework in an empirical manner, and the consequences recommended that the positive influence of team climate on knowledge sharing is principally mediated by an employee's altruistic intention and the culture of organization. This study donates to a supplementary recognizing of knowledge management from a psychosocial perception in software organizations.

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

This study revealed that an intrinsic motivational factor, altruistic intention, exercised a significant impact on employees' knowledge sharing behaviour. This result is consistent with prior outcomes of studies that demonstrated that altruism is one of the most significant stimuli among psychological elements (Bock, Zmud, Kim, & Lee, 2005; Nov, 2007; Cho, Chen, & Chung, 2010). The team innovation climate exaggerates the prominence of the individual belief system, which administers the readiness of employees to demonstrate knowledge sharing behaviour. Explicitly, the more individuals recognize a climate differentiated by participative safety, clear vision, high task orientation, and support for innovation, the more they would exercise their altruistic intentions in knowledge sharing. Accordingly, knowledge management approaches require accounting for employee's altruistic intention to share knowledge.

6. Recommendations

The results of this study recommend several suggestions. Promoting a highly innovation-oriented labour circumstance is probable to cultivate employee's intention that is actually significant in motivating employee's knowledge sharing behaviour. In a realistic logic, employee's knowledge sharing behaviour can't be enforced, except only promoted and enabled. Moreover, changing individual's behaviour is the greatest trial for team members' knowledge sharing behaviour. Since knowledge sharing is imperative for software firms, supervisors should identify the significance of construction a new climate to efficiently exercise impact on individuals' altruistic intention that in line will enhance knowledge sharing behaviour.

An elegant knowledge management system is necessary for knowledge management; however, it is not probable to be the solitary strategic actor for smart knowledge sharing. Human resources share knowledge more freely when inspired. The inspiration can be either extrinsic or intrinsic. The research suggests that extrinsic reward might 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 that will favour the move from extrinsic reward to intrinsic reward 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. Subsequently, knowledge supervisors must shift their focus to increase intrinsic promoters for instance individuals' altruistic intentions.

7. Conclusion

The results of this research revealed that all the constructs of team innovation climate have positive influence on altruistic intention and knowledge sharing behaviour. Moreover, altruistic intention and organizational culture had positive effect on knowledge sharing behaviour. In summary, the present research contributes to the literature pertaining to the psychosocial sides of knowledge sharing behaviours. The knowledge sharing behaviour of a person is influenced by altruistic intention to execute the behaviour and altruistic intention is established by the individual's insight of a team innovation climate. Conflicting to the hypothesis that knowledge management is principally a technical problem effortlessly resolved by establishing a capable information system, this research underlines the significance of the psychosocial subjects, creative culture, and person's tendency to recognize the motivators of knowledge sharing behaviour.

8. Research limitations and direction for future study

This research has a number of limitations. First, data collection was restricted to a management group in software houses. The results would 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 may be persuaded or mediated by several other motivational dynamics. Hence, upcoming study might assimilate those factors to achieve a broader understanding of the psychosocial enablers behind knowledge sharing. Third, the results of present research were based on a cross-sectional survey and co relational examines.

Additionally, a self-reported questionnaire might elevate the likelihood of common method bias. Though safety measures were taken to decrease the likelihood of CMV (common method variance), there are other aspects 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 examined. On the other hand, future study may implement an experimental design or longitudinal study to check the causal relations.

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