

**CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD**



**Impact of Knowledge Sharing on
Employee Task Performance with The
Mediating Role of Intention to Share
and Moderating Role of Project
Commitment**

by

Maryam Gulfraz

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

**Faculty of Management & Social Sciences
Department of Management Sciences**

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*Dedicated to my parents and my brother arfan who dedicated their life to teach
me how to step forward...!*



CERTIFICATE OF APPROVAL

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Maryam Gulfraz

Abstract

The purpose of this study is to study Impact of Knowledge Sharing on Employee Task Performance with the Mediating role of Intention to share and moderating role of project commitment. Therefore, it isn't going to be incorrect to say that sharing knowledge critically affects results. While the performance of employees depends on different variables within the enterprise, it is also influenced by the effective and efficient use of knowledge in this era of communication. The sample size of this study is 331. Technique used for the collection of data is convenience sampling. This study focuses on the relationship between Knowledge Sharing (KS) and Employee Task Performance (EP) with the mediating role of Intention to Share (IS) and moderating role of Project Commitment (PC). The specific context of the study is the project-based organization in Pakistan. Data were collected using questionnaire from 331 employees working on various projects in the Software Houses across Pakistan. Results indicate that Knowledge Sharing is positively associated with the Employee Task Performance. Moreover, mediating role of Intention To share is also established. Moreover, this has also been discovered that the employee who are more committed to their goal have more task performance. The analysis concludes with a description and limitations of the theoretical and practical consequences.

Keywords: Knowledge Sharing, Employee Task Performance, Intention to Share, Project Commitment.

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Chapter 1

Introduction

1.1 Theoretical Background

The knowledge sharing is a standard work on including the sharing of knowledge between in any two individuals. As such, sharing of knowledge is the behavior of scattering individual data to others (Koivula, 2008). Knowledge sharing, and not simply claiming knowledge is connected to the upper hand of the firm in the association writing (Von Krogh, Nonaka & Aben, 2001). Knowledge sharing is basic to an association's accomplishment in the present exceptionally serious condition (Grant, 1996) Knowledge may be likewise characterized as the willful (Chen and Chen, 2006) sharing of representatives' encounters in their field of work with gatherings and partners (Kim & Lee, 2006; Bock et al., 2005). Adequately reassuring workers to share valuable knowledge over the association can increment and support a company's upper hands (Barney, 1991; Grant, 1996; Liu and Phillips, 2011). Knowledge sharing includes a lot of practices that guide the trading of obtained knowledge. A firm can be viewed as a social network making, sharing and moving unequivocal and inferred knowledge. The principle goal of knowledge the board is in this way to transform singular knowledge into authoritative knowledge (X. Li, A.R. Montazemi, Y. Yuan 2006). Knowledge the board is the precise procedure of obtaining, arranging, and imparting (knowledge sharing) knowledge (both

implicit and unequivocal) of hierarchical individuals so others may utilize it so as to be progressively viable and beneficial (Alavi and Leidner, 2001). Knowledge sharing, which is the initial step of the way toward changing over knowledge into a typical worth usable by an association, can be characterized as an arranged and oversaw action where in a gathering of people of a similar conclusion can share their insight sources, assessments and experiences (Chedrawy and Abidi,2006). In spite of the fact that association writing centers around the impact of knowledge sharing on the hierarchical viability, knowledge sharing influences the exhibition of different individuals from the association through counsel and input. A few examinations in the association writing recommend that knowledge sharing and social capital increment execution. Notwithstanding, there are constrained measure of proof and examination in the literature(Chowand Chan 2008). The representative exhibition is an issue estimated in various examinations on HR under the title of workers work performance”(Bouckenoghe et al, Ditzian et al., 2015).

Individuals' aim to share knowledge is a determiner of wanted conduct (Ryuet al.,2003). As a significant component in the TPB structure, expectation to share knowledge can significantly affect knowledge sharing conduct. (Beatty, Homer, & Kahle,1988; Eisenberger et al., 2010) propose that a significant level of association in the association prompts a significant level of responsibility to the organization. The constructive connection among inclusion and duty bodes well since individuals will turn out to be increasingly joined to the association when they make interests in the relationship. Sharing of knowledge requires a specific degree of workers' inclusion in the association. At the point when representatives (both knowledge senders and beneficiaries) take part in the demonstration of knowledge sharing, in this way, being included, they are probably going to develop a feeling of proprietorship and a bond with the association, bringing about worker dedication (Lee, Nam, Park, and Lee, 2006; Yao, Tsai, and Fang, 2015).

TRA has been effectively applied in many examination concentrates in social brain

research, knowledge the board, clinical investigations, and IT appropriation interpersonal organization and shared objectives straightforwardly impacted the demeanor and emotional standard about knowledge. Knowledge is the most significant asset for both customary programming and Open Source Software (OSS) advancement groups (Chen, Li, Clark & Dietrich, 2013) sharing and by implication impacted the expectation to share knowledge. Social trust didn't assume an immediate job in sharing knowledge and authoritative individuals don't separate among unsaid and unequivocal knowledge when they share it.

As indicated by one ongoing industry overview 62 percent of driving associations in Europe and the USA answered to utilize or setting up a knowledge the executives framework. A knowledge store permits representative in an association to trade encounters, work strategies, improvement thoughts and market insights by posting archives onto a database that is open to all individuals from a gathering. The gathering of representatives that is allowed access to the store frames a kind of authoritative structure a network of practice (Wenger & Snyder, 1999) that cuts across standard item, utilitarian, or topographical divisions.

1.2 Gap Analysis

This research has bridged the gap between the literature on knowledge sharing, employee task performance, intention to share and project commitment. Although few studies already exist where impact of knowledge sharing has been studied on employee task performance but there were a least focused on the linkage of knowledge sharing and employee task performances with moderating role of project commitment in the term of software development sector and IT sector in Pakistan. The researchers and practitioners have contributed a lot to highlight the outcome of knowledge sharing, but the moderating impact of project commitment is not well established yet. Also, little research has been done on the relationship between knowledge sharing and employees work performance in projects with the

moderating effect of project commitment so the suggestion of this paper brings about moderation mechanism.

Swanson (2020) focused on the importance of leader competencies, knowledge sharing and employee job performance. But the impact of knowledge sharing on employee task performance is least focused. Moreover, the linked to employee knowledge and overall success and also success-influencing factors was not clearly defined. In general, sharing knowledge enhances employees' performance either by influencing factors like expertise, skills and abilities or by-knowledge workers motivation. Knowledge sharing could also be described as being one of the main factors that influence the performance of the employees.(Kohansal, Alimoradi, & Bohloul, 2013).

The research on project commitment is in its growing stage. Holzmann (2013) stated that research on the knowledge management and knowledge transfer in project management will have great attention for the upcoming researches in following years. Changing Personnel approach toward sharing of information is vital for disseminating information with team members of the project (Zhang, 2012).

According to a high project commitment (Buvik & Tvedt, 2017), team members are more likely to expend the effort and resources required for project success including knowledge sharing with other members of the team.

Additionally, future work will examine the essence of the project partnership relationship to clarify the exchange of information and other project outcomes.

Activity period and interaction between members of the team can also influence the creation of both commitments focuses, and should be addressed in future studies. This paper emphasized how knowledge sharing in project-based organization in Pakistan influences employees task performance with the new linkage of different variables than previous researches. The importance of knowledge sharing at work and its consequences on project performance in Pakistan is least focused aspect.

Also, previously it has been seen that project commitment moderates between knowledge sharing and trust but the role of project commitment is still unexplored in order to define the impact of knowledge sharing on employee task performance in IT base projects and also no one tested intention to share knowledge between knowledge sharing and employee task performance relationship with project commitment.

While Pakistani society also lack empirical studies on knowledge sharing impact on employee work performance. So, there is need for conducting more studies on outcomes of knowledge sharing in Pakistani context, so it would contribute significantly towards the literature as well as towards the research study in Pakistan for project-based organizations.

The present study aims to extend this line of research by proposing intention to share, as a core mediating mechanism and project commitment as a moderator between the impact of knowledge sharing and employee task performance in projects.

1.3 Problem Statement

In the organizations every individual has a different experience, thought, idea and learning. In fact, having a different knowledge must need to be share where the knowledge is increase by the sharing. The sharing of knowledge creates incentives for optimizing production and increasing profitability, and helps to preserve knowledge assets. However, even if the person quits the organization, this increase in performance continues. Therefore, it isn't going to be incorrect to say that sharing knowledge critically affects results. While the performance of employees depends on different variables within the enterprise, it is also influenced by the effective and efficient use of knowledge in this era of communication. This study focuses on analyzing employees task performance in reference to knowledge sharing with mediation role of intention to share and moderation role of project commitment.

Knowledge sharing, which would be the first stage in the process of transforming knowledge into a common value that an organization can use, can be described as a planned and controlled activity where the knowledge sources, opinions and experiences can be shared in a community of people of the same opinion. That's why knowledge sharing at work is a mainstream point among researchers. As it is the most important and positive component of a project success because it helps in bringing out the positive impact on the employees performance and also helps to determine that either the project team or employees are enough commitment with their job to complete the task on time with the high level of performance or not.

In this study the Project commitment is used as a moderator that helps to realize the importance of having commitment at work that would deal and help with enhancing the employee task performance and high level of intention to share.

1.4 Research Question

Question 1:

What does the relationship between knowledge sharing and employee task performance in projects?

Question 2:

What does relationship work between knowledge sharing and employee task performance in projects?

Question 3:

Does intention to share mediates between knowledge sharing and employee task performance relationship?

Question 4:

Does project commitment play moderating role between knowledge sharing and employee task performance?

1.5 Objective of the Study

The aim of the study is to create and measure the model and discover the relationship between knowledge sharing, employee work performance, intention to share knowledge and project commitment outcomes.

1. To investigate the association between knowledge sharing and employee task performance.
2. To examine mediating role of intention to share between knowledge sharing and employee task performance.
3. To examine moderating effect of project commitment on knowledge sharing and employee task performance relationship.
4. To test empirically and establish the proposed relationships in organizations of Pakistan.

1.6 Significance of the Study

The sharing of knowledge determines the factors that engage effectively with determinants like encouragement, collaboration, team cohesion, organizational structure, culture, resources and, most significantly, trust (Steinheider & Al-Hawamdeh, 2004). The sharing of information offers opportunities for output optimization and improved productivity, and helps to conserve human capital. Therefore, this increase in production continues even if the individual quits the business. And it

would not be unfair to suggest that sharing knowledge critically affects efficiency. Performance is the theoretical and practical expression of where an individual, group, team or organization progresses towards a goal accepted with the same job, that is, it is the expression of what is accomplished (Bas and Isik2014). The condition is due to the variable performance. The facets and significance of performance in a company should be researched rigorously to provide a better result. The research would allow organizations to make better use of the external and internal capital (Lavanson, 2007, Jena, 2015).

Employee efficiency, according to Armstrong & Murlis (2007), is the efficient execution of tasks by selected individuals, with reasonable and anticipated expectations. Performance management assesses employee performance metrics as the aim is to achieve the goal. Nevertheless, an organization's organizational policies, procedures, and design aspects do affect an entity or an organization's performance (Mindila et al, 2014).

Now we are in era where we have to face competition everyday so there should be a focus on procedure and practices that makes employees performance more effective and better. So In this regard, the following study will provide a direction in which organizations will emphasize on knowledge sharing at work by intention to share a knowledge which increase employees performance. In short this study will be valuable for organizations to know about the aspects that can help in enhancing the performance of employee and creating a positive intention to share a knowledge in projects. Also this study will be helpful for researchers to build those practices which can be used to create the environment that would lead to better project commitment to employee performance in projects.

1.7 Underpinning Theory

Several theories have been proposed by researchers on Knowledge sharing like, Social exchange theory, theory of Planned Behavior, Social capital theory and

Theory of Reasoned Action (TRA) but the Social cognitive theory can cover all the variables.

1.7.1 Social Cognitive Theory

Social cognitive theory (SCT) explains the effect on human health habits of social interactions, the attitudes of others, and environmental conditions. SCT provides networking help benefits by inculcating intentions, self-efficacy and the use of observatories reviews and other opportunities to enhance operation. Thee SCT may be used to explain the effect of health psychosocial factors and past experiences of a individual in changing behaviours.

SCT (Bandura, 1997) was widely used in literature on the knowledge systems with proven validity. This theory suggests that an employer takes action that has personal awareness in a social setting. Sharing of knowledge is actions when a person distributes his or her acquired information to other members of an organization (Ryu et al., 2003). Performance applies only to activities which can make a difference in the accomplishment of organizational objectives. Performance has been the organisation's estimated value in what people do.

Recent work has highlighted the different factors affecting the ability of Individuals to share knowledge, such as costs and benefits, financial incentives, autonomous and regulated inspiration, environment organization and championship management (Bock et al., 2005). And we may logically conclude that the actions of individuals for sharing knowledge would be influenced by personal characteristics and the structure of society.

Researchers build upon the SCT (Bandura, 1982, 1986, 1997) to conceptualize a research model for this analysis to examine the knowledge sharing actions on employee job efficiency. SCT is a commonly recognized standard for human behavior validation (Compeau and Higgins, 1995a). Personal factors, environmental

impact, and actions serve as interacting determinants in the SCT model which will affect each other bidirectionally (Wood and Bandura, 1989).

Chapter 2

Literature Review

2.1 Knowledge Sharing

Sharing of knowledge represents the level an entity exchanges information across organizational boundaries (Liao et al., 2011). The process of knowledge sharing is introduced as a structured practice for the transmit, exchange of information and experience among individuals in the community or organization with the same aim. knowledge transfer is explained as the method by which discovering, transmitting and making use of existing knowledge to help resolve issues.

This awareness arises at various levels of an organization, for example at the individual, team and organizational level, but the sharing of knowledge at the individual level is crucial for an organization. Even though knowledge of a person would have no influence on the organization, unless it is allocated to others (Law & Ngai, 2008).

Sharing of knowledge is promoted whenever the organisation has features of loyalty, tolerance, openness to knowledge sharing and availability to support (Hsu, 2012). An analysis of the literature (Park & Lee, 2015) indicates that organizations capitalizing on knowledge sharing facilitation are reaping benefits including enhanced

performance of individuals and the organization, increased mutual awareness at the operational level, acquired skills, and creativity.

According to Teigland and Wasko (2009) divided sharing of knowledge based on 4 key dimensions. The methodology is focused on the form of knowledge inner and external knowledge and also the source of knowledge internally acquired knowledge, and external knowledge based on the network. Such four frameworks do not clearly describe the knowledge-sharing tasks. Of this purpose, the concept of knowledge sharing was used to explore the distribution of knowledge in organizations. Of this purpose, the concept of knowledge sharing was used to explore the distribution of knowledge in organizations. Increasing type of knowledge varies according to the form of knowledge (explicit or tacit), the essence of the research and the internal or external source.

2.2 Employee Task Performance

Success involves the actions of individuals when performing their duties, meeting the objectives of the organization (Campbell et al, 1992). Assessing individual's performance is a challenging job, however, because of the difficulty and interdependence of organizational problems (Teigland and Wasko, 2009). The subjective assessment of employee performance is therefore the correct approach (Merchant et al., 2010). If managers will be successful in identifying and solving problems of efficiency, they need to recognize the triggers (Rezeean, 2006).

2.3 Intention to Share

Recently, Ajzen (2002) suggested how an individual intention to conduct an activity has three essential antecedents: attitude, social standards, and perceived

regulation of behaviour, that could be further divided into controllability and self-efficacy. Attitude towards a behavior is defined as the degree to which a individual has a favorable or an unfavorable opinion or perception of the behavior concerned.

Fishbein and Ajzen (1975) state that intent is supposed to capture the motivating factors that affect behaviors; this is an indicator of the desire and readiness of an person to act. Hence a person's intention to share knowledge strongly dictates his / her behavior to obviously share information with one another.

Employees with the best intentions to share knowledge often had more optimistic attitudes towards the action of sharing knowledge. The study offers evidence that self-efficacy of information is an significant antecedent for the communication of attitudes and expectations with employees. This result indicates managers should pay more attention to offering constructive input to improve self-efficacy of employee awareness. Past research on job specific self-efficacy has found many ways to enhance employee self-efficacy.

Attitude toward that behavior is explained as the extent from which a individual has a desirable or an unfavorable opinion or perception of the behavior concerned. The normative beliefs against a behavior are characterized also as behavioral intention to conduct the performance of the behavior or not. The behavioral intention construct refers to the level of control over the accomplishment of personal goals that is applied to cope with circumstances in which people can lose full willful control over the actions in question (Liao et al., 2004).

2.4 Project Commitment

Commitment is the ability of the partners to follow the activities agreed on behalf of the partnership. Commitment is collaborator willingness to cooperate with

the agreement on agreed policies (Fynes and Voss, 2002). Welty and Becerra-Fernandez (2001) Defined commitment as a kind of "locking" between the consumer and the supplier based on a collection of satisfaction conditions within a predefined time frame. Commitment was recognized as an important variable for understanding the sharing of knowledge (Van den Hooff & De Leeuw van Weenen, 2004).

Welty and Becerra-Fernandez (2001) described commitment as a "binding" between a client and a supplier simply a set of performance criteria within such a predetermined time frame. Commitment is really the conviction of an exchange relationship, according to Morgan and Hunt (1994), that an existing relationship with another partner is so essential that it requires full effort to sustain the relationship; that is, the committed parties agree that the risk is worth maintaining to guarantee it endures indefinitely.

Powerful inter organizational cooperation leads to dedication on the part of all stakeholders to achieve those goals (Jap and Ganesan, 2000). In a supply chain partnership, the engagement results in shared benefit for both manufacturers and customers (Wuet et al, 2004). Williamson(1993) suggested that reliable agreements to manage the partnership should be developed such that both parties can respond to new, unpredictable circumstances.

2.5 Impact of Knowledge Sharing on Employee Performance

Knowledge sharing usually means the transfer of information inside as well as between organizations and hierarchical levels between various organizational actors (Bhatt, 2001). The main objective of sharing knowledge with an organization's employees would be to share knowledge to organizational resources and services

(Dawson,2001). Sharing of information is important as it allows information to be disseminated as corporate collective knowledge and lets the business make productive and effective use of the existing resources.

Knowledge sharing is important as it allows information to be disseminated as corporate accumulated knowledge and lets the business make productive and effective more use of existing resources (Argote and Ingram, 2000). In addition, the exchange of information leads to better use of established knowledge, as well as being a gateway to knowledge development and creativity (Kogut and Zander, 1996).

The main problem from an organizational perspective is to move information to what it is needed and also where it could be used effectively. Different platforms may be used in the exchange of knowledge: professionally by training unprofessionally by side table discussions, job rotation or informal business databases(Alavi and Leidner, 2001).

The process of sharing can be carried out either directly, by detailed consultative contact, or tacitly, even without the recipient being able to explain the acquired information (Argote and Ingram, 2000).Sharing expertise is an essential foundation for businesses to achieve competitive advantage (Argote and Ingram, 2000).

This has been suggested that promoting the sharing of knowledge would be the most critical element of conscious knowledge management (Bock and Kim, 2002). Consequently, several studies in the area of knowledge management consider sharing of information is the most familiar idea discussed in the related research (Edwardset al, 2009).

The importance of information Sharing emphasizes the organization influence of individual workers, understanding that individuals engaged in knowledge sharing determine how to use their expertise and intelligence as well as focus their inner

motivation on its efforts. Since awareness is essentially unconscious and fundamental to personal experiences (Hislop, 2010).

Sharing knowledge lets people exchange their information with other people and aims to introduce knowledge well beyond the borders of the organization into the cohesion of the whole enterprise between the knowledge of the workers and the knowledge of the world produces a type of awareness that is richer than the amount of the awareness of the individuals in the company. Knowledge could also be described as the collaborative sharing of the experience of employees in their field of work with groups and stakeholders (Chen and Chen, 2006).

Knowledge sharing is a mechanism of social interaction where the information holder externalizes his / her knowledge and the knowledge receiver internalizes it (Bock et al, 2005). Knowledge sharing between information owners and people in need of information that is a kind of knowledge sharing will improve employee performance (Matzler and Mueller, 2011). Nevertheless, many workers are unwilling to obtain information from their coworkers , as that can be really hard (Constant et al., 1996).

Sharing of knowledge was discovered only increases the job output of more highly qualified workers, whereas those workers with only elementary experience ad not seemed to benefit from the sharing of knowledge along with their fellow employees outperformance.

An approach of knowledge sharing could be described as the level of optimistic emotions one has towards exchanging one's knowledge (Bock and Kim, 2002).

This includes the fact, in related to knowledge sharing, that optimistic behaviors towards sharing knowledge are likely to improve the tendency of knowledge sharing attitudes. There are many conceptual reasons that support the correlation of attitude behavior.

The most used conceptual model for exploring the effect of individual attitudes on sharing knowledge is the theory of reasoned action (Fishbein and Ajzen , 1975), according to analysis of the knowledge sharing reseach(Wang and Noe, 2010). The TRA claims that individual behavior is based on the objective assessment of alternatives and that a given behavior is more likely to occur to the degree that a person has favorable attitudes towards it, i.e. feels that it is likely to lead to desired results and that it meets the agent's subjective expectations.

According to these views, therefore, a person is likely to participate in knowledge-sharing behaviors if he / she has a positive attitude towards knowledge sharing, sees it as being promoted by significant peer groups whose views he / she is willing to adhere to and believes he / she is capable of delivering the behavior in question In addition, Chow and Chan (2008) Suggest that public capital influences knowledge sharing attitudes and norms and also similar behavioral intentions in organizations. It must be recognized, moreover, that these studies concentrate on the effect of knowledge sharing on behavioral intentions rather than actual behaviors (Cf. He and Wei, 2009).

Job performance is much more essential in an enterprise than background performance, this is an essential foundation for a sustainable company and therefore gives greater importance to the relationship between knowledge sharing and employee performance. Furthermore, the researchers did not pay considerable attention to the relationship between the exchange of information and the success of the employee tasks. They emphasis on the impact of knowledge sharing on job performance (Yang et al, 2016) and job performance (Liu et al, 2013; Celik et al, 2015). The gap between performance at work and performance at the task is ignored. Studies are worth conducting to study the relationship between knowledge sharing and employees tasks performance.

To resolve these research gaps, this study explores how sharing of knowledge at

individual level (i.e., individuals' tendency and actualized practices in sharing information with other organizational actors) influences individual work performance in software development organizations. Though the value of sharing knowledge for improved company's performance seems to be well known in the literature (Saenz et al., 2009).

There is indeed a paucity of literature at the level of individuals demonstrating such a relationship even though individuals are exactly others who share (or withhold) organizational knowledge.



H1: *Knowledge sharing is positively and significantly related to the Employee task Performance.*

2.6 Intention to Share Knowledge as Mediator

Intention to share knowledge within an organization relates to the ability of employees to share the information they have learned or generated with others (Gibbert & Krause, 2002). The sharing might be done inside knowledge management system either through personal experiences or through information archive. Knowledge sharing purpose has rarely been evaluated in knowledge management system research, although it is considered the most critical challenge faced by organizations wishing to increase the use of knowledge management (Bock et al., 2005).

The framework is structured to quantify two elements of the intention to share knowledge that are intended to share explicit knowledge and an intention to share

implicit knowledge. The factors were used to assess the dimension by researching whether or not the employee is able to share with work colleagues job notes, manuals and templates. (Bock et al., 2005).

The interrelationship among intention and action to exchange indirect and direct knowledge is important also for a company's organizational learning and competitive advantage, and also for the person of the organization. One of the biggest challenges of knowledge sharing is to integrate data from multiple sources into a coherent knowledge base (Maule et al., 2002).

Effective decision-making, quicker response times, better internal relations and a higher degree of staff collaboration and engagement are adopted and knowledge management systems retained (Schwartz et al., 2000). The sharing of knowledge is recognized as an essential social advantage for companies that improve job efficiency and business effectiveness (Masa'deh et al., 2016; Razmerita, Kirchner, & Nielsen, 2016).

Studies have suggested that the willingness and intention of employees to share information substantially predicted actual sharing activities within an organization (Reychav & Weisberg 2010). Intention to share knowledge within an organization refers to the desire of workers to share the information they have acquired or generated with others (Gibbert & Krause, 2002). Encouraging workers to share useful expertise around the company can boost and sustain a firm's competitive advantages (Liu & Phillips, 2011).

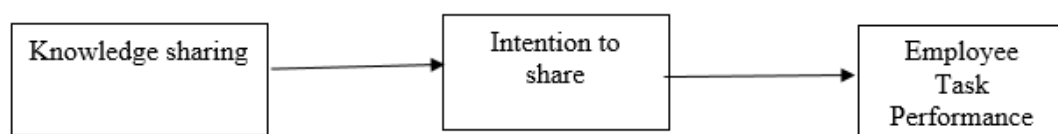
Whether and people disclose their knowledge has received significant scholarly interest, though little attention is paid to why and where knowledge is hidden. Knowledge as an ability multiplies its applications (Probst et al, 2002) but the general human inclination is to assume information as a secret tool (Skerlavaj et al, 2018). The literature is full of constructive biased work into the sharing of knowledge (Markovic & Bagherzadeh, 2018).

Nevertheless, the phenomenon of knowledge hiding is still undiscovered (erne et al., 2014; Connelly, Skerlavaj et al., 2018) and inadequate focus is placed on knowledge hiding as a separate concept but not the reverse of knowledge sharing. It is suggested also that motivating basis for knowledge sharing and knowledge hiding is distinct (Connelly et al., 2012), while functional or antisocial operators push things into information hiding, although positive social motivation is attributed to being the reason why people show knowledge sharing behaviors at work (Connelly & Zweig, 2015).

Several organisations have tried using incentive programs to enable workers to share information with their colleagues. Nonetheless, as indicated by Jarvenpaa and Staples (2001) Socialization knowledge-sharing practices are more and beyond those prescribed by job descriptions, are from an arbitrary nature and therefore can not be paid intentionally or unintentionally for their intangibility (Grant, 1996).

Moreover, instead of emphasizing incentives, this research attempts another approach, affect the social containing influences of person-to-person and influences of organization-to-person respectively, which can limit or promote the intention to sharing knowledge in an organization by the individual, and at the same time use concept of exchange as mediator.

More precisely, in this study's proposed model, at the same time, information sharing is influenced by person-to - person factors containing co-worker correlation and interconnectivity of tasks obtained gathered along with organization-to-person concerning organizational participation and participatory decisions. According to the Tohidinia & Mosakhani (2009) positive attitudes were an important factor in explaining intentions to share knowledge.



H2: *Intention to share mediates the relation between the Knowledge sharing and Employee Performance.*

2.7 Project Commitment as a Moderate

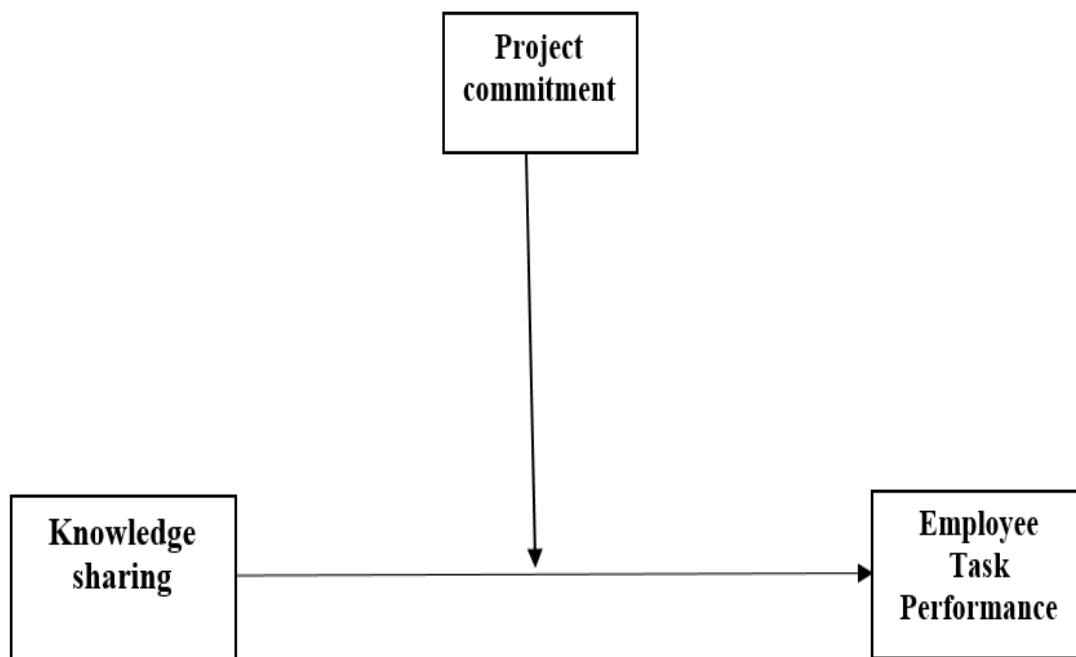
Sharing of knowledge inspires parties to contribute to the cooperation (Anderson & Weitz, 1992). A high degree of commitment creates loyalty among the businesses (Wuyts et al, 2005). There have been few studies of community interaction on project teams, and our understanding of how particular responsibilities affect knowledge sharing is minimal (Tremblay et al., 2015).

According to Morgan & Hunt (1994), commitment has been the conviction of a partner in exchange who is so important in having an existing partnership with another partner that he needs full effort to sustain the partnership that perhaps the committed parties agree that the relationship is worth maintaining to insure that this really survives permanently. Strong inter-firm cooperation leads to dedication on the part of all parties to achieve those goals (Jap and Ganesan, 2000).

In this study, we focus on project commitment influence knowledge sharing. So although project participation as a collective group relates to the mission at hand. In addition, project participation can be characterized by the recognition and deep belief in the project's goals and principles, the ability to participate in the project and the desire to remain a part of the project. Organizational engagement is seen as an important factor affecting involvement, behaviors and organizational effectiveness in the organizational behavior literature (Herscovitch & Topolnytsky 2002; Hult 2005).

Project commitment relates to the emotional attachment of the employee to recognize and participate in the project and its goals. Employees with a high degree

of dedication view their work as adopting a broader variety of behaviors which including behaviors generally considered extra role (Morrison 1994). Thus, affective involvement influences activities beyond the defined boundaries (e.g., persistence, creativity, creation of strategies; Meyer & Herscovitch 2001). We expect highly dedicated workers to be more likely to make an extra effort to record their information, as they believe that information recording is valuable for achieving project goals.



H3: *Project commitment moderates the relationship between Knowledge sharing and Employee Performance, so that increasing the Project commitment strengthens the relationship.*

2.8 Research Model

The study is being executed with the purpose to identify the impact of knowledge sharing on the employee task performance. Major objective of the research involves the implication of knowledge sharing and how it will produce the effective

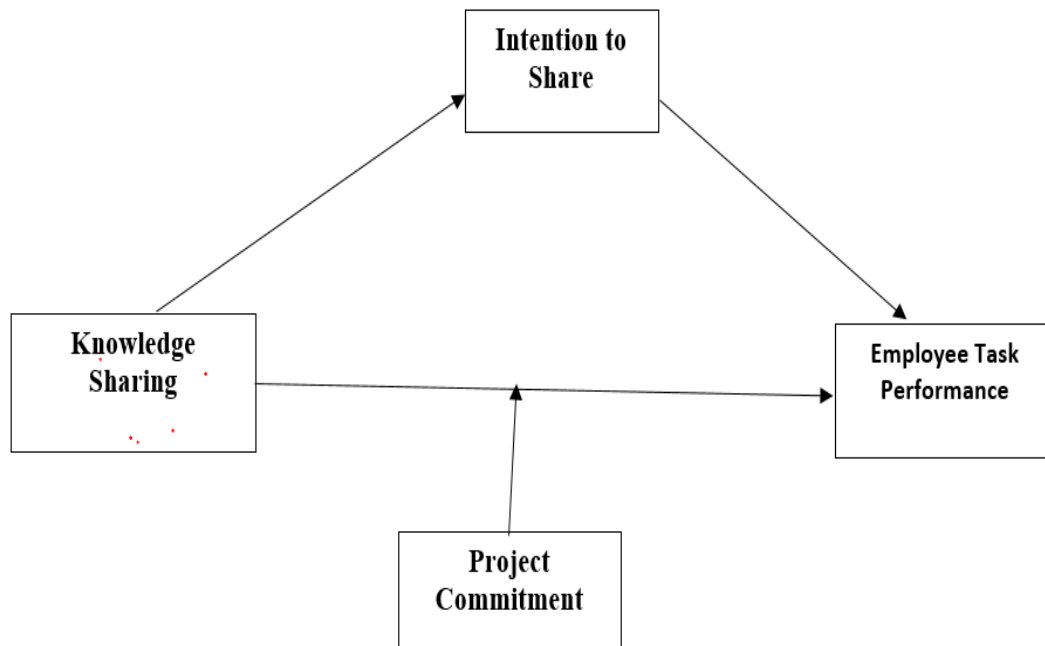


FIGURE 2.1: Research Model

employee performance outcome. It also provides an overview on how intention to share knowledge mediates the relationship between knowledge sharing and employee performance. Independent and dependent variables are shown in the above framework. Knowledge sharing is the independent variable and employee performance is the dependent variable. There is a relationship exists between variables. The main aim of this study is to conduct and identify link between these variables. Main contribution of the study is that Knowledge sharing play an important role in the projects. It enhances the Employee work performance in the project. knowledge sharing is related to how the project commitment and intention to share knowledge brings a high performance atmosphere for the employees that helps to boost up their knowledge, creativity, work performance and wellbeing during the project that ultimately increases the capabilities of employees, so this study would be really helpful in understanding this positive impact and relationship.

Therefore, understanding these practices and particularly providing this kind of climate and environment permit managers to make employees work hard and efficiently in the organization and keeps them healthy and more retainable. With

the organization environment employee shows commitment and more dedication toward the project and it improves the performance of the employee.

Chapter 3

Research Methodology

This chapter represents the methodological structure adopted for performing this research analysis. This chapter includes the research population, research philosophy, time horizon, sample size, nature of study, instrumentation, method of data analysis, and statistical methods used for the analysis. Each of the characteristic is defined below

3.1 Research Design

The research architecture includes time horizons, setting methods and level of analysis discussed below. The main objective is to design and organize research study in such a way as to improve its validity (Mouton & Marais, 1996). Zikmund (2003) defines research design as a researcher's plan which defines the procedure and the ways for gathering and analyzing the required information. Research design involves the following aspects including time horizon, setting forms, and unit of study described below.

3.2 Type of Study

A population of the study will be based on employees that are currently working in Education based organizations of Islamabad. The sample size that would be used for this study mainly will be consist of almost 369 employees from different software development and IT based projects. In this study convenience sampling technique will be used, in which data will be randomly collected from the software development and IT based project of Islamabad. There are various methods to collect data but here questionnaire method is most appropriate. The data will be collected through questionnaires adopted from different sources. All items of variables included in the questionnaire i.e. knowledge sharing, employee task performance, intention to share and project commitment has to be answered by employees. Responses are obtained through 5 Likert scale points ranging from (strongly disagree 1 to 5 strongly agree). Questionnaire will be comprised of five demographic variables related to respondent Gender, Age, Qualification and Experience and Marital status.

Thats the causal analysis in which the impact of knowledge sharing on employee work performance with the mediating role of intention to share and moderating role of project commitment was measured on basis of self-reporting perception. Data were collected in this field study via Software houses located in Pakistan. The data was collected in almost two months. The data were only obtained at once, therefore the analysis in its tendency is cross sectional.

3.3 Time Horizon

The data were collected in two months for this study, the data is cross-sectional in nature and collected at a time

3.4 Unit of Analysis

An important part of empirical research is an object or individual that is under review called the unit of analysis. Each participant in an organization or project is called a unit and is considered a unit of analysis by one element of the population. The unit of study is an individual throughout the micro-level research, while it focuses on groups at a wider level. The research at the Macro-level is focused on social structure, social procedures and their interconnections and organization are emphasized. Macro level research is people and systems synthesis.

According to the selected research model and variables unit of analysis is carefully decided. Perception about any variable varies from individuals to individuals and specially in order to find correct data it is necessary to find right individuals for data sampling. As we are finding the impact of knowledge sharing on employee task performance so our main focus is on the employees working in the project-based organizations.

The unit of analysis was cross sectional for this study i.e. employee from public and private software houses and IT employees. The unit of research in this study was one who worked in different IT and Software houses of Pakistan. This research model is For this research unit of analysis was employees of Software houses and as IT project base organizations employees from Islamabad, Rawalpindi.

3.5 Population

Population is a group of individuals, activities, interest-related issues the researcher wants to examine (Sekaran, 2001). The present research population is an employee of the Islamabad, Rawalpindi, software houses project base organization. A population in the research is defined as the group of persons or objects having similar characteristics (Castillo, 2009).

The data collection methodology used in this analysis was the method of survey. This approach is convenient, and it helps to simultaneously gather the data from the number of respondents compared to other approaches. This approach was mostly used in research studies to generalize the result on the entire population. because of limited time and resource constraint the specific technique was chosen for the present study.

The Software houses and IT companies were; signup solution, E Patronus IT Solutions, Solutions Player Pvt Ltd, 247 Developers, Ezilie Software house, Web Development Islamabad Kreashion Software house. The sample size that was used for this study consist of almost 331 employees from these software houses.

The questionnaires were distributed throw the google form to these Software houses. Among these questionnaires 371 were returned. The questionnaires that were found complete in all respect out of these were 331. The overall response rate remains 94 percent.

The data collection methodology used in this analysis was the method of survey. This approach is convenient, and it helps to simultaneously gather the data from the number of respondents compared to other approaches.

This approach was mostly used in research studies to generalize the result on the entire population. because of limited time and resource constraint the specific technique was chosen for the present study.

Name of Software Houses	Total number of questionnaires Received distributed
signup solution	47
E Patronus IT Solutions	48
Ezilie Software house	46
Kreashion Software house	50
Web Development Islamabad	50
Solutions Player	51
247 Developers	50

3.5.1 Sample

Sample is population structure representing the entire population for the sample we used Convenience Sampling. Sharing of knowledge can differ across organizations in the public and private sectors, as well as across organizations operating in manufacturing and services. Therefore, to capture maximum variance, project-based organizations located in the Islamabad, Rawalpindi were targeted for data collection.

Due to time limitations, convenience sampling method was used to collect the data. The researcher approached the respondents through personal and professional contacts. Responses were voluntary and were kept confidential. An introductory letter reflecting the aim of study and assurance that the identity of the participants would be strictly private and data collected would be utilized only for the purposes of present research was served along with the questionnaire.

3.6 Sampling Technique

Convenience sampling technique was used for data collection in this study, in which data will be randomly collected from the Software houses and IT sector of Pakistan. There are various methods to collect data but here questionnaire method is most appropriate. The data was gathered using questionnaires adapted from various sources. This sampling method is widely used in social science research studies since it saves time and energy, as well as collecting with little effort the necessary information and data. We assume that the data collected by the community is a true representative of the workers in Pakistan working at the Software houses. For data collection survey questionnaires have been distributed to employees at Rawalpindi and Islamabad.

3.7 Characteristics of Sample

The demographics used in this research are; gender, age, qualification, experience. Following shows the demographic characteristics of the employees.

3.7.1 Gender

Data are gathered from both genders to avoid gender discrimination. Due to a lot of new job opening a lot of females are heading towards the Software houses and IT sector. Gender plays an important role in demographics, since both male and female employees work in various fields. Frequency with percentage of the male and female respondents is given in the table below.

TABLE 3.1: Gender Distribution

Gender	Frequency	Percentage
Male	227	68.6
Female	104	31.4
Total	331	100

Table 3.1 Showing a greater percentage of male respondents than the female respondents. The frequency of male respondents is 227 out of 331 having percentage of 68.6 while the frequency of female respondents is 104 out of 331 having percentage of 31.4.

3.7.2 Age

Also, age is one of the important demographics as it is difficult to ask and respondent about their age and they feel irritated in disclosing it so that for their convenience age groups are listed so that we can divide into groups which also help us in the study.

TABLE 3.2: Age Distribution

Age	Frequency	Percentage
18-25 years	117	35.5
26 to 33 years	108	32.6
34 to 41 years	61	18.4
42 and above	45	13.6
Total	331	100

According to the frequency of age 117 people out of 331 in this sample i.e. 35.5% belongs to the age group of 18 to 25 years, while 108 respondents met the age limit of 26 to 33 years, which is 32.6%. The number of respondents was 61 in the age brackets of 34 to 41 years which is 18.4 per cent of the overall survey. Whereas 42 respondents were from the 42-year-old age group, i.e. 13.6 percent, which is the lowest.

3.7.3 Qualification

Education is one of the significant factors in any population Respondents represent the standard of that population for different experiences and qualifications. Education is very necessary for the employees and this gives an opportunity to grow more to the next generation.

So we divided all qualifications according to the context of Pakistan to more accurately analyze the data.

TABLE 3.3: Qualification Distribution

Qualification	Frequency	Percent	Cumulative Frequency
Metric	2	0.6	0.6
Fsc	4	1.2	1.8
Bachelors	133	40.2	42
Masters	142	42.9	84.9
MPhil And Above	50	15.1	100
Total	331	100	

Table 3.3 shows that Another aspect of demographics is the qualification of the respondents that Indicates that a total of 142 respondents, i.e. 42.9%, belong to the MS category, which is the higher qualifying level percentage. The level of Fsc, Bachelor and MPhil and higher is 1.2%, 40.2% and 15.1%.

3.7.4 Experience

Experience is such a metric that allows us to determine how much the respondent has in relation to the profession. Groups are made with the intervals, so that a respondent who fills out the questionnaire is not unclear. Thus, groups are provided in the following table is provided the number of respondents in each group with their percentage.

TABLE 3.4: Experience Distribution

Experience	Frequency	Percentage
Less than 1 year	45	13.6
1-5 years	114	34.4
6-10 years	90	27.2
11-15 years	67	20.2
16 and Above	15	4.5
Total	331	100

The table 3.4 shows that the survey has collected the information regarding the work experiences of employees also. Here 13.6 percentages have been recorded as employees having less than 1year of work experience.

There are 114 workers with work experience ranging from 1 to 5 years i.e. 34.4 percent. 27.2 percent have work experience ranging from 6 years to 10 years. 4.5 percent respondents are ranging from 11-15 years.

However, in experience category of 16 years and above 12 respondents (4.5%) are found.

3.8 Marital Status

TABLE 3.5: Marital Status

Marital Status	Frequency	Percent
Single	157	47.4
Married	162	48.9
Widow	6	1.8
Divorce	6	1.8
Total	331	100

The table 3.5 reflect that the survey gathers the data regarding marital status of the respondents. Here, 47.4 percentages were identified as single respondents. There are 162 of the respondents who are married. 6 of the respondents i.e. 1.8% that are widowed.

3.9 Instrumentation

To gather data from the respondents, multiple different sources were used to tailor the questionnaire for each element. Using convenience sampling methodology, questionnaires were distributed among different individuals of different firms.

For each variable different point Likert scale was used to collect the data. All items of variables included in the questionnaire i.e. Knowledge Sharing, employee task performance, intention to share and project commitment was answered by employees.

Responses was obtained through 5 point likert scale including the options (strongly disagree, disagree, neutral, agree, and strongly agree) Questionnaire comprised of five demographic variables related to respondent Gender, Age, Qualification and Experience and Marital status.

3.9.1 Knowledge Sharing

Information sharing is the independent variable which was measured using the scale of 6 items developed by Park & Lee (2013) to quantify the sharing of knowledge. The sample items include “We shared the minutes of meetings or discussion records in an effective way”, “We always provided technical documents, including manuals, books, training materials to each other”, We shared project plans and the project status in an effective way. A five-points Likert scale is used to gather responses where 1 represent “Strongly Disagree”, 5 represent “Strongly Agree” and 3 as “neutral”.

3.9.2 Employee Performance

Employee Performance is dependent variable and has been assessed by scale of 5 items developed by Hochwarter, Wayne (2006). A five-points Likert scale is used to gather responses where 1 represents Strongly Disagree, 5 represents Strongly Agree and 3 as neutral. The sample items include “I assumes a sense of ownership in the quality of personal performance”, “I strives to meet a deadline”. etc. are included in this questionnaire in order to acquire the data.

3.9.3 Intention to Share

Intention to share is the mediator between knowledge sharing and employee work performance and was measured by 5 items scale developed by Bock, Gee-Woo, Young-Gul Kim, and Robert W. Zmud (2005). A five-points Likert scale is used to gather responses where 1 represents “Strongly Disagree”, 5 represents “Strongly Agree” and 3 as “neutral”. The sample items include “I will share my work reports and official documents with members of my organization more frequently in the future”, “ I intend to share my experience or know-how from work with other

organizational members more frequently in the future”, “ I will try to share my expertise from my education or training with other organizational members in a more effective way. to gather the data from the employees.

3.9.4 Project Commitment

Project commitment the Moderator between knowledge sharing and employee work performance was measured by 5 items scale developed by Dragoni, Lisa, Paul E. Tesluk, and Joyce E. A. Russell (2009),. A five-points Likert scale is used to gather responses where 1 represents Strongly Disagree, 5 represents Strongly Agree and 3 as neutral. The sample items include The team members are committed not only to their teams, but to the overall project. , This project has the strong commitment of our team members., Our team feels fully responsible for achieving the common project goals. etc. to collect the data.

TABLE 3.6: Instruments

No	Variable	Source	Items
1	KS (IV)	Park & Lee (2013)	6
2	EP (DV)	Hochwarter, Wayne (2006),	5
3	IN(Mediator)	Bock, Gee-Woo, Young-Gul Kim, and Robert W. Zmud (2005)	5
4	PC (Moderator)	Dragoni, Lisa, Paul E. Tesluk, and Joyce E. A. Russell (2009),	5

3.10 Covariates

A One-way Anova check is performed to classify the control variables. Demographics is correlated with dependent variable one by one and its value is tested for significance. If any of the demographic is significant we need to control it

because it can have an effect on the result as a whole. But there is no control variable in our case because all demographic values (p) are insignificant which is greater than 0.05. So, in this situation, there's no need to control any variable.

TABLE 3.7: Covariates

Covariates	F value	Sig.
Gender	4.89	.262
Age	1.52	.207
Experience	.432	.725
Marital Status	3.42	.923
Qualification	.371	.83

Demographics has an insignificant relationship with Employee Task performance

3.11 Scales Reliability

Cronbach's alpha shows the accuracy and precision of the measuring scale used. The worth will exceed 0.7 (Nunnally& Bernstein, 1994). The reliability of the scale needs to be checked, so we need to know that the scale we are using for our reason is accurate or not. The reliability of things is used to measure Cronbach Alpha's value, which tells how interrelated the items are. If there is a great deal of variation in questionnaire items when filling out, then there is a greater chance that the reliability check will fail which indicates that the questionnaire used for our purpose is not reliable. If the respondents filled out the questionnaire and all of them are strongly interrelated, then typically the reliability comes in well. The reliability range between 0-1 is important.

Reliability is often assumed to be high if the value of Cronbach Alpha is greater than 0.7, but 0.6 is also considered acceptable if the number of items in question is less than 10. But it is not a statistical test for reliability. The higher the Cronbach alpha value the greater is the reliability of the questionnaire objects. So, here we

run this test to check the reliability of each variable's questionnaire. Table 3.7 displays the reliability value for the items of each variable which is Cronbach alpha.

TABLE 3.8: Scale Reliabilities

Variables	Cronbach Alpha	items
KS (IV)	0.898	06
EP (DV)	0.803	05
IN (Mediator)	0.708	05
PC (MOD)	0.784	05

Table 3.7 shows value of reliability of each variable is given with its number of items displayed in the next column. Reliability on an internal scale means that all objects will calculate the same thing in a way that corresponds with each other. Reliability checks are used to verify the accuracy of the results produced by any measuring procedure, using the same test twice or after some time. Cronbach alpha range 0 to 1. Higher Scale Reliability is shown by 1. The above Alpha values are generally considered to be above 0.7 and are considered reliable. The table above describes the internal consistency of the scales and indicates that it is considered reliable that all variable has Alpha above 0.7. The total Alpha value was 0.898 and was used to measure knowledge sharing.

3.12 Data Analysis Techniques

After the data collection, several measures were carried out using convenience sampling .369 questionnaires were issued, 331 of which were taken into account and filled out accordingly.

1. We separated those questionnaires in the first step that were not properly filled out or they were not up to the mark. The filtered questionnaires were then selected in SPSS for the data entry.

2. In the second step Data Entry software was used. Each variable was developed, and data was entered in the program for each questionnaire. So we tested it again to check whether or not it is filled in correctly.
3. Then for the analysis the mean and standard deviation of all variables is calculated.
4. The numeric values were used to calculate descriptive statistics.
5. Reliability test was conducted, and this purpose was used to calculate the Cronbach Alpha value.
6. Pearson Correlation was used to test the significance of the relation between variables. How much effect the other variable has on the variable, and whether it is significant or not.
7. Single linear regression testing was conducted between IV and DV to verify whether there is any impact of IV on DV.
8. Process was used to check the Mediation and Moderation. Model 4 was used mainly for mediation. Model 1 was then used to check the moderation and as a whole it was tested at the end model 5 to check mediated moderation.
9. Hypothesis decision was taken after complete analysis.

The data collected were analyzed using SPSS tools. Data analysis was performed using correlation, regression, mediation, and moderation methods. Examination of the correlation has been used to test the relationship between independent variable and dependent variable. Analysis of regression was used to investigate the dependency among variables.

Chapter 4

Results

This chapter contains all of the results information. Whether the hypothesized are being dismissed or accepted. It will tell us about the mean variables and the standard deviation. On the data set collected in SPSS for the results, linear regression test, mediation, and moderation analysis will be done. Results will be calculated against each hypothesis, and displayed with proper explanation. This chapter is entirely concerned with performance. The method used to perform this all is SPSS. This study focuses on discovering the impact of Knowledge sharing on with the mediating role of Intention to share and moderating role of positive humor. The study of variables is represented in this chapter by running the following functions that includes; descriptive statistics, correlation, and regression analysis of data.

4.1 Descriptive Statistics

It is very necessary to find descriptive statistics and very important for a study as the whole analysis includes descriptive statistics for further processes. Mean is the sum of all the values representing the entire data set. Standard deviation is the mean-point variance. The number of respondents, the variable's minimum

value and the variable's maximum value with mean and standard deviation. This analysis provides the mean information of all variables. That which is the mean answer for questionnaire items for each variable. These statistics provide a concisely summary of the variables standardized values. The sample size, minimum and maximum values, mean values and standard data deviation values are expressed in this analysis.

Table 4.1 shows the specifics of the research variables, second column shows the number of respondents, third column shows the minimum value while maximum data values recorded by respondents in the fourth column while fifth and sixth columns display the mean and standard data deviation of each variable.

TABLE 4.1: Descriptive statistics

Variables	N	Minimum	Maximum	Mean	Standard deviation
Knowledge Sharing	331	1	5	3.76	0.926
Employee work Performance	331	1	5	3.8	0.833
Intention to Share Project	331	1	5	3.69	0.75
Commitment	331	1	5	3.86	0.764

This table depicts the value for questionnaires filled by 331 respondents. For data collection the technique used was convenience sampling as described in previous chapters.

The table contains details regarding the descriptive statistics for the variables being analyzed. Of variables understudy, the information represented in the table are mean and standard deviation minimum, maximum, and the average values. Detail of variables, research sample size, Information for the minimum value, maximum value, mean values and standard deviation for the collected data are given in the columns in the above table. N is showing the number of respondents which is 331. Mean value for Knowledge sharing is 3.76 with standard deviation of 0.92. For Employee Task Performance, the table indicates the mean value 3.80 and standard

deviation of 0.83. Intention to share is observed to have mean value of 3.69 with standard deviation of 0.75. Whereas Project Commitment has mean value of 3.86 & Standard deviation 0.76.

4.2 Correlation Analysis

Study of correlation analysis is used to demonstrate the essence of the relation between two variables. It also investigates whether the two variables shift in the same or the opposite direction. This analysis varies from the regression analysis so that the variables being analyzed do not recognize causal linkages. The relationship is evaluated in terms of variables moving in the same or opposite direction, without the zero-correlation used. Negative values denote the degree to which increase is being analyzed in either of the variables varies with the other. The correlation analysis employed in this study is the commonly used coefficient for measuring correlation between variables. The most common method for calculating dependence between two quantities is the Pearson correlation analysis. There are two types of relationship, positive and negative relationship. The value of the coefficient of correlation ranges between -1.00 and + 1.00. + 1.00 values show a positive correlation while negative values indicate a negative correlation between variables. But if the correlation value is 0 this means that there is no correlation between the variables.

TABLE 4.2: Correlation

	1	2	3	4
1.Knowledge Sharing	1			
2.Employee Task Performance	.408**	1		
3.Intention to share	.364**	.793**	1	
4.Project commitment	.326**	.300**	.322**	1

$p < 0.01$, *** $p < .001$ N=331**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.2 shows the correlation between the variables which are studied in this research. It also indicates that whether the relationship is positive or negative between these variables.

Table 4.2 shows the values of correlations between all the variables. Knowledge sharing is positively related with Employee task performance and has a significant relationship ($r=0.408^*$, $p<0.01$).

Intention to share has positive and significant relationship with Knowledge sharing ($r=0.364^*$, $p<0.01$) and Employee task performance ($r=0.793^{**}$, $p<0.05$). Project commitment is also positive and significantly related with knowledge sharing ($r=0.326^{**}$, $p<0.01$), Employee task performance ($r=0.300^{**}$, $p<0.01$) and Intention to share ($r=0.322^{**}$, $p<0.05$). These result shows that all the values are significant and has positive relation. It is according to our hypothesis and we will continue with further processes.

4.3 Regression Analysis

There is a need to conduct regression analysis after the correlation analysis. Regression analysis is conducted to verify that how much the effecting variables effect response variable. It is a powerful tool and is used to evaluate the relationship between two variables or more. We need linear regression analysis between variables that are independent and dependent.

We also have to do regression analyzes for mediation and moderation. We need to run Preacher and Hayes Process for linear Regression for that reason. Model 5 and Model 1 are to be used respectively for mediation and moderation. Analyzing regression is used to forecast and estimate the relation between variables. The study of regression analysis shows the assumptions about Y from X values. It helps in making the decisions about one variable's dependency on another.

4.3.1 Linear Regression Analysis

Hypothesis 1: *Knowledge sharing has direct positive relation with Employee task performance.*

TABLE 4.3: Simple Regression

Employee task Performance			
Predictor	B	R ²	Sig
Employee Task Performance	.411***	0.169	.000

*P < 0.05, **p < 0.01, ***p < .001 N=331 Un standardized regression coefficient reported

Table 4.3 shows the results related our first hypothesis. According to our first hypothesis IV is positively and directly relating to our DV. So according to our results the vale $\beta = 0.411$ and value of $p = 0.000$ which shows that relationship is significant.

Results also indicate that the there is a significant relationship between IV and DV. The value of R square = 0.169 which shows that IV is bringing a change of 0.166 units in the DV. The value of β shows that there is a positive relation between both of the variables. Value of p is also significant which shows that the relation is significant.

IV is bringing and change of 0.169 units in DV. So according to our Linear Regression test our first hypothesis is accepted. For this purpose, in SPSS, we go to regression and perform linear regression test by adding our IV and DV. As there is no control variable so we will not add any control variable.

Visual representation of the relationship between IV and DV is given below. IV is denoted by X and DV is denoted by Y. C shows the direct relationship between both of the variables. So this is the pictorial view of our first hypothesis which is accepted according to results.

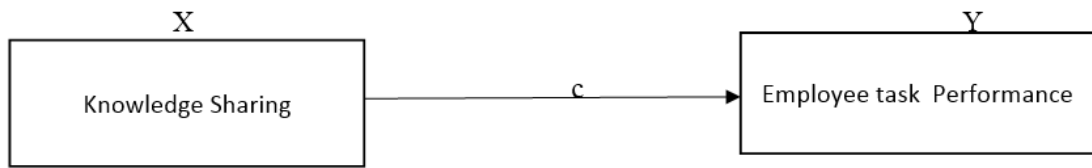


FIGURE 4.1: Effect of IV on DV

4.4 Mediation Analysis

Mediation Analysis will be conducted against Hypothesis 2 to test the outcomes. The relation will be studied from IV to mediator, and from mediator to DV. Since mediator converts direct effect into indirect effect, creating a path between IV and DV. We will use Hayes' Process macro to mediate on model 4.

It needs to be important for mediation path from IV to M and M to DV. If any of those paths are insignificant then this model has no mediation effect. So, we're going to check all the paths to see if our theory is denied or approved and the hypothesis we developed are accepted or rejected.

Following is the visual representation of mediation in which Intention to share mediates the relationship between Knowledge sharing and Employee Task Performance.

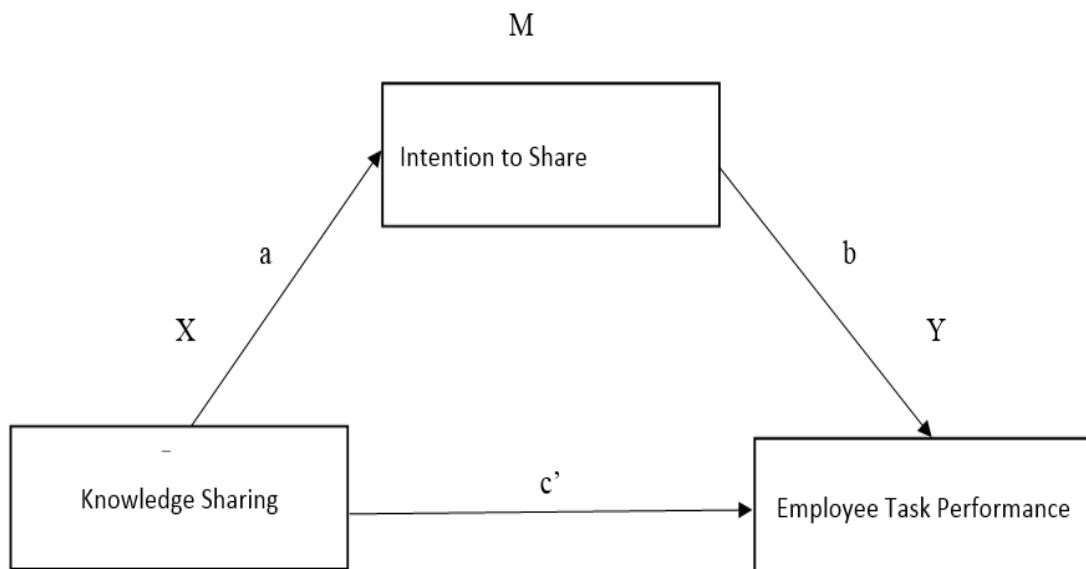


FIGURE 4.2: Mediation Analysis

Effects of Mediator that is Intention to Share between the Knowledge Sharing and Employee Task Performance.

TABLE 4.4: Mediation Analysis

IV	Effect of	Effect	Direct	Total	Bootstrapping re-	
	IV on M	Of M on DV	Effect of IV on DV	Effect of IV on DV	sult for indirect effects	
	β	β	β	β	LL95%CI	UL95%CI
Employee Task Performance	0.449	0.782	0.068	0.302	0.1984	0.4129

Note. Un-standardized regression coefficient stated. Bootstrap sample size 5000. LL =lower limit; CI = confidence interval; UL = upper limit. N=350, *P < .05; **P <.01

In the table IV represents the independent variable, while DV represents dependent variable, M is for MEDIATOR, Confidence interval is represented by CI

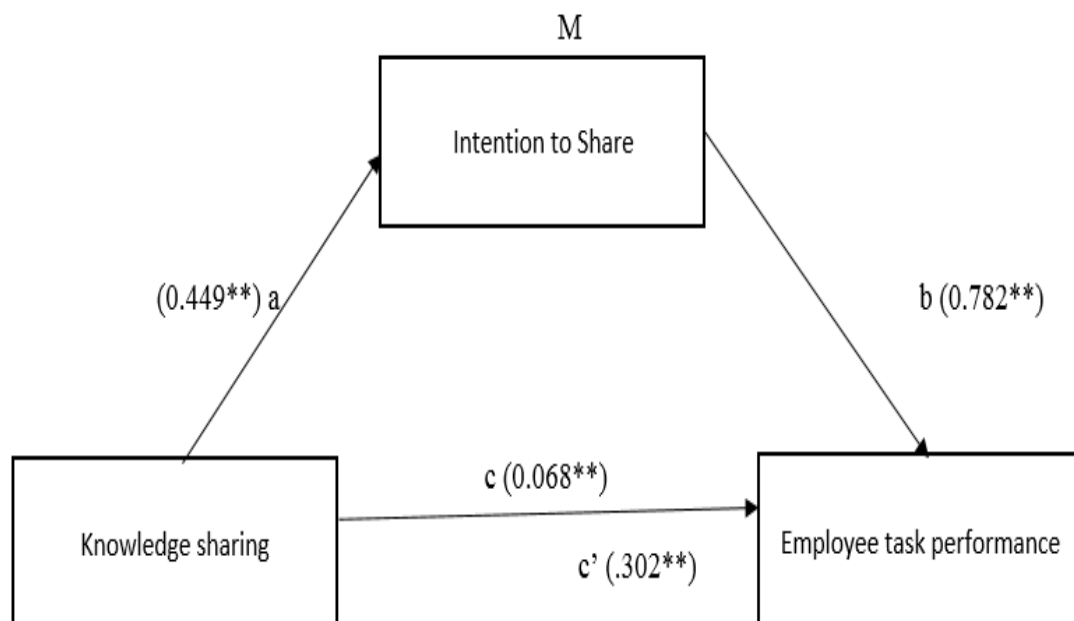


FIGURE 4.3: Mediation Analysis (With Path and Values)

According to this figure we have to check the hypothesis. Three paths are represented in this figure a, b and c.

4.4.1 Hypothesis 2 (IV to Mediator)

To check hypothesis 2, we need to test the significance of IV-Mediator relationship. Using Model 4, we do regression analysis using Hayes 'process macro. The value for $\beta = .449$ showing that it has a positive effect between two variables as results are displayed in the table. $P = 0.0000$ which shows a significant relationship, which is the most important result to check for. R^2 value is .202 which indicates that IV in Mediator causes a shift of 0.202 units.

Thus, it is cleared from these findings that the first prerequisite for mediation is acknowledged which is the meaningful and constructive relationship between the IV and Mediator.

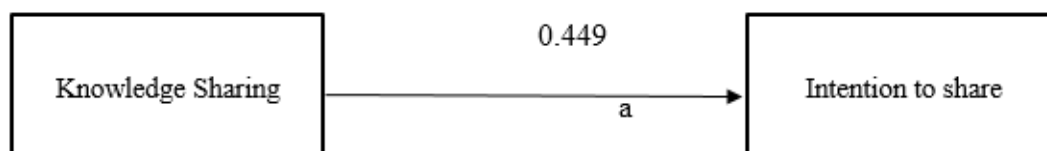


FIGURE 4.4: Effect of IV on Mediator

4.4.2 Mediator to DV

The second condition for acknowledging mediation is to test the essence of the Mediator-DV relationship. Since we've written results in the tables, we need to test this relationship against this data. M's effect on DV is written in 2nd column of the table for mediation review.

As it shows the value of β is 0.782 which shows a positive relationship. The value of $p = 0.000$ that shows the significant relationship. Currently we are testing path

b that whether or not this relationship is important and what kind of impact it creates.

The value of R^2 is .612. This value means that 1 unit increase in Mediator value induces a change in DV value of .612 unit. So, the value of β is positive according to our hypothesis condition and the value of $p=0.000$ which is the significant value. This result shows that path b is important and can be forwarded to check the results for further processes.

Below figure 4.5 shows the path b and the value of B for Mediator to DV relationship.

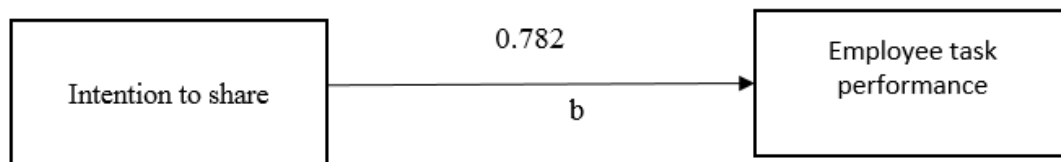


FIGURE 4.5: Effect of Mediator on DV

4.4.3 Mediation

Now as we have stated in our hypothesis that the Intention to share mediates the relationship between the IV Knowledge sharing and DV Employee Task performance. As we have the other two mediation conditions, this indicates that the ‘ a ’ and ‘ b ’ routes are important and have a positive effect. So, we need to look at the final effect of mediation.

Those results can be shown from the mediation table. We need to test the indirect effect of X and Y which is IV and DV for mediation. Mediator eliminates the direct effect and communicates indirectly between IV and DV. The values of the Indirect effect of X and Y are obtained while running model 4 and we will test LLCI and ULCI which is the upper and lower limit confidence index. We’ll verify if the two limits are zero or not. If between two thresholds there is zero then there is no

mediation. If both the ULCI and LLCI signs are the same then that means there is no void and mediation is agreed. So according to our results value of LL 95% CI = .1984 and UL 95% CI = .4129. These both values are with same sign and there is no zero between them. So, our Hypothesis 2 is accepted which is the mediation between IV and DV.

4.4.4 Moderation Analysis

The moderation was used to determine that whether the relationship between Knowledge sharing and Employee task performance depends on the project commitment. We used the PROCESS macro model 4 from SPSS to check our last hypothesis, which states that Project commitment moderates the relationship between the Knowledge sharing and Employee task performance.

TABLE 4.5: The Moderating Effect of Project Commitment

	B	se	t	p	LL 95% CI	UL 95% CI
Int term	8091	0.286	3.5134	0.0005		
Bootstrap results for indirect effect					0.1121	0.3362
N=331, * P <.01						

The third and the last hypothesis is about Moderation. Model 5 were To test the moderation,

1. The table shows that the moderation hypothesis is accepted and it does strengthen the relation between Knowledge Sharing and the Employee task performance. As we check the value of interaction term in the table that value of β is .8091 which shows a positive in relation. The value of $P = 0 > .05$ which is also significant. For moderation effect we check the LLCI and ULCI value that if it contains zero between both the limits or not. The value for LL95%CI = .1121 and the value for UL95%CI = .3362, which shows that there is no zero between

both limits. So, from these results we can conclude that there is moderation effect. Hypothesis 3 is accepted that there is a moderation between IV and DV.

4.5 Summary of Hypothesis

Table 4.6 represents the summary of results for the proposed hypothesis.

TABLE 4.6: Summary of Hypothesis

No	Hypothesis Statement	Results
H1	Knowledge sharing is positively and significantly related to the Employee Task Performance.	Accepted
H2	Intention to share mediates the relation between the Knowledge sharing and Employee Task Performance.	Accepted
H3	Project commitment moderates the relationship between Knowledge Sharing and Employee Task Performance, so that increasing the Project commitment strengthen the relationship.	Accepted

Chapter 5

Discussion and Conclusion

5.1 Discussion

The section relates to a detailed discussion of the hypothesis produced in light of the theory and empirical evidence with the help of literature and the interpretation of the findings. The chapter is divided into three main parts, in which part 1 discusses the findings of the experiment, hypothesis results, second part discusses the consequences for the theory and practitioners and last part discusses the limitations and future work.

The aim of this research was to examine a direct and indirect relationship between Knowledge sharing and Employee Task Performance. The research also explored the mediating influence of Intention to share between knowledge sharing and Employee task performance. The conceptual model study explored the moderating effect of Project commitment on knowledge sharing and employee task performance in nongovernmental organizations working in Pakistan.

The study serves evidence from Pakistan's development sector and the findings can be used for effectiveness in the fields of the project by policy makers and project managers. The research established 3 hypotheses, and all of the hypotheses were also backed by results from data and theory.

The sharing of knowledge will be an essential issue for the creation and employees of the IT sector, hence facilitating proficient performance. The sharing of

knowledge was seen as undermining the role, power and prestige of an employee in the organization (Probst et al., 2000). In addition, there may be concerns among employees today that sharing knowledge can decrease their job stability, because employees are unsure about sharing goals and senior management intentions (Lelic, 2001).

Additionally, in several situations the lack of sharing of knowledge may be defined as disconnection rather than hoarding. Disintegration with respect to knowledge sharing is caused by poor interaction and low knowledge protection: the person does not pressure greater or intentionally withhold his / her knowledge and expertise (Ford and Staples, 2010; Ford et al., 2015).

The result show approval those of Constant et al., (1994) who revealed that employees with a higher level of education are more likely to be more beneficial and interested in knowledge sharing. Particularly if the sharing of knowledge was interpreted in terms of acquiring expertise, rather than in terms of passing on simpler details, it's more likely to occur (i.e. the tendency for exchanging information depends on the information form).

Husted and Michailova (2002) suggest that one of the reasons for knowledge hoarding, or the knowledge transmitter's unwillingness to share knowledge, is the possible lack of interest and negotiating power and, therefore, the preservation of one's personal comparative edge at workplace. The present findings indicate that higher job performance findings for workers as knowledge-sharing behaviour (Ford et al., 2015). The sharing of knowledge between employees is an effort and a contribution to the development of an organizational base of knowledge and attracts increasing interest from both practitioners and researchers (Cabrera and Cabrera, 2002).

This study focuses on the impact of knowledge sharing on employee task performance with the mediating role of intention to share and the moderating role of project commitment. The results supported the first hypothesis which is knowledge sharing is positively associated with employee task performance. By increasing knowledge sharing in project based organizations of IT sector and Software

development, the probability of employee performance also rises which lead to achieve project goals.

Project managers of the project based organizations should share knowledge with their subordinates. They should also support members of different departments to collaborate with other team members to generate new information. This knowledge should be utilized to solve problems and make the work more capable and successful (Yang, Chen & Wang 2012). The results of this research show that employee performance can be obtained by strengthening knowledge sharing in the organization. Knowledge should be well documented and saved where it can be easily approached and utilized by everyone in the organization. Project team members should utilize.

knowledge and create new knowledge and ideas for the success of different projects. Knowledge should easily be accessible for all members in the organization. They should be able to share this knowledge with other colleagues and work for the betterment of the projects and employees make them more successful.

Knowledge allocation among team members of the project takes place when subordinates move in more than one team on the basis of their skills (Gruenfeld, Martorana, & Fan 2000). The project manager should call an informal meeting to share knowledge with team members where team members can contact other experts directly to solve their problems. In some project based organizations top management can find related information from other team members of the project and act as a source of knowledge sharing.

At times when employees feel difficulty in finding required knowledge in databases, they develop informal practices for knowledge sharing between project team members on the bases of their project needs. (Mueller & Julia, 2015). Effective knowledge sharing across all projects will decrease the organizational expense of similar efforts for same problems solving and also save time.

Knowledge sharing in project-based organizations supports better employee performance and also helps in the creation of new knowledge. For creating new knowledge project managers encourage team members to work together. Those

organizations that saved their knowledge in documented form other staff can utilize that knowledge for the success of projects. This study only proves the positive relationship between Knowledge sharing and Employee task performance. Studies showed that if organizations want excellent performance for their employees than they should have, successful knowledge management strategies and good knowledge management are only possible when workers share their expertise in the workplace. (Torabi et al., 2017).

It is important to remember how the employee performance is achieved by sharing knowledge. The reasons provided by employees include exchange of opinions with colleagues contributing to improved productivity (Carneiro, 2000). Sharing of opinions helps to solve employees' issues and thus workers spend little time dealing with issues and returning to work on time (Romn, & Rodriguez, 2015). This also helps to reduce the contact gap between the working people and hence helps to reduce the power distance in quickly exchanging and searching for information and increases team strength (Kianto et al., 2016; Basit et al., 2017).

The greater positive effects of the intention to share knowledge on knowledge sharing enhance our understanding of the subjective essence of the intention to share knowledge based on the type of knowledge to be transmitted. Firstly, organizations can improve their knowledge staff's assumed mutual recognition by demonstrating and facilitating the shared presence of knowledge sharing inside the organizations by allowing the query and the response single level KM network and collaborative knowledge-building activities such as team or unit level cross-functional process improvement ventures. Second, businesses can increase the perceived enjoyment of knowledge sharing among their workers by linking knowledge sharing programs with multiple social responsibility activities and community activities where knowledge sharing can lead to equal or greater self-esteem and achievement.

The strong signs of the moderating impact of project participation suggest that team leaders need to be motivated by their confidence in the goals of the project and their openness to participate in. High project commitment allows team leaders

more inspired, through sharing knowledge with other team members, to devote the effort and energy required to succeed the project.

The second important contribution of this study is finding the effect of the interaction on the interaction in between employee and information communication. By simultaneously studying project commitment as mediators, we were extending our understanding of how participation relates to the relationship between knowledge sharing and success of employee task performance.

5.2 Limitations and Future Directions

Although this study presented empirical evidence of the relation between the selected variables, but limitations cannot be avoided in a sample. Second, the study's spectrum is subtly restricted and more aspects related to the Knowledge sharing cannot be analyzed at once. Future researchers should investigate this limitation by exploring different aspects, both formal and informal, with the moderating role of another variable in Pakistani settings.

The research was limited to the nongovernmental sector in Pakistan alone due to the time and cost constraint more sectors could not be chosen. For future studies, cross-industry and inter-industry analyses of Knowledge sharing and its impact on Employee task performance should be studied with other connected variables.

The sample size is marginally small, the sample size has tremendous effects on the property and outcomes of the study and analysis, as well as impacting the sample size because of the non-accessibility of resources in other cities. Future studies should choose a larger and healthier sample size and test the model to be more generalizable.

In this study we showed that knowledge sharing had positive effects. Future studies should however investigate the negative effects of knowledge sharing at the workplace. Additionally, we focus on individual level knowledge sharing in this study. This study does have some methodological limitations. We only collected data by cross-sectional design using survey questionnaire. Then the research will

not be able to provide the real causality between fun in the knowledge sharing and Employee Task Performance. In particular, we examine only the employees working in the Software development and IT sector so other sectors can also be explored. Additionally, the study was carried out in the Twin cities of Pakistan. Fun cross-cultural studies need to generalize their effects.

5.3 Conclusion

The purpose of the research was to study the link between the sharing of knowledge and the performance of the employee tasks. Task put together associations depends with respect to their workers to perform and get the outcomes on time, inside financial plan as indicated by organization. In the event that the workers are sharing experience, mastery, it will positively affect their presentation bringing about better outcomes and better understanding. The model is tested by adding the mediating effect of intention to share, and examined with moderator project commitment competence. All the hypothesis was accepted, results may differ in other regions and study. The investigation mirrors the significance of knowledge sharing on employee task performance.

Representative execution is straightforwardly influenced by the information sharing and its environmental factors, by study. The study illustrates the value of knowledge sharing on employee performance. Employee performance is directly influenced by the sharing of knowledge and its environment, by studying we can conclude that sharing knowledge with employee will lead his job in a better direction, which will have a positive impact on his performance. Organizations need to function to make their workers more emotionally aware, which in the present scenario will certainly result positively.

The study reflects the importance of knowledge sharing on employee performance. Employee performance is directly influenced by the sharing of knowledge and its environment, by studying we can conclude that sharing knowledge with employee will lead his job in a better direction, which will have a positive impact on his

performance. Organizations need to try to make their workers more emotionally aware, so that the current situation will definitely be optimistic.

we can close information offering to worker can lead his assignment in a superior manner, which impact his exhibition in a positive way. Associations need to work and cause their representatives all the more genuinely canny that to can doubtlessly result positive in present situation.

Project management activities in developing countries such as Pakistan are not as advanced as those seen in developed countries and limited empirical evidence is found in the area of project management, in particular non-governmental organizations. It is worth noting that project management is growing its roots in Pakistan as huge numbers of projects have been observed in the past decade. This study focused on Private sector of software development and IT sector operating Pakistan and tried to find empirical evidence of knowledge sharing positive relationship to Employee Task Performance.

The project managers in this industry are responsible for delivering the expected outcomes in time, but this research will help managers better manage their employees to perform better which in turn leads to the better task performance. In their respective projects. By identifying the relationship, it is also important to explore the different aspects of the knowledge sharing that effects the employee task performance, that future researchers should take into consideration regarding specific projects in this industry.

The study also shows that culture and values play an important role in such relationship that project managers need to take into consideration. The society of Pakistan is more collectivistic and managers tend to avoid focusing on providing the knowledge sharing mechanisms for their employees and are more focused on getting the work out of them which effect their performance and hence becomes the reason of project failure. Hence it can be said that this study provides a detailed research and practices that can be followed by the project managers in bringing out the creativity, motivation and better performance of the task out of their employees.

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Appendix A



**CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY,
ISLAMABAD**

Department of Management Sciences

Questionnaire

Dear Participant,

I am a student of MS Project Management at Capital University Science and Technology Islamabad. I am conducting a research on “**Impact of Knowledge sharing on employee performance with mediating role of intention to share and moderating role of project commitment**”. You can help me by completing the attached questionnaire; you will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

Sincerely,

Maryam Gulfraz

MS (PM) Research Student

**Capital University of Science and Technology,
Islamabad**

Please Provide Following Information.

	1	2
Gender	Male	Female

	1	2	3	4
Age	18- 25	26-33	34-41	42 and Above

	1	2	3	4
Marital Status	Single	Married	Widow	Divorce

	1	2	3	4	5
Qualification	Matric	FSc	Bachelors	Masters	MPhil and Above

	1	2	3	4	5
Experience	Less than 1 year	1 - 5	6 - 10	11 - 15	16 and above

TO BE FILLED BY EMPLOYEE

*Note: How much do you disagree or agree with each of the following statements about your most recently completed project? The 5 Likert scale will be used to answer these questions i.e.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Knowledge sharing						
1	We share the minutes of meetings or discussion records in an effective way	1	2	3	4	5
2	We always provided technical documents, including manuals ,Books, training materials to each other	1	2	3	4	5
3	We shared project plans and the project status in an effective way	1	2	3	4	5
4	We always provided know-where or know-whom information to each other in an effective way	1	2	3	4	5
5	We tried to share expertise from education or training in an effective way.	1	2	3	4	5
6	We always shared experience or know-how from work in a responsive and effective way.	1	2	3	4	5

Employee Job performance						
1	He/she finds creative and effective solutions to problems.	1	2	3	4	5
2	He/she adapts readily to changing rules or requirements.	1	2	3	4	5
3	He/she strives to meet deadlines.	1	2	3	4	5
4	He/she assumes a sense of ownership in the quality of personal performance.	1	2	3	4	5
5	He/she creates effective working relationships with others.	1	2	3	4	5

Intention to share knowledge						
1	I will share my work reports and official documents with members of my organization more frequently in the future.	1	2	3	4	5
2	I will always provide my manuals, methodologies and models for members of my organization.	1	2	3	4	5
3	I intend to share my experience or know-how from work with other organizational members more frequently in the future.	1	2	3	4	5
4	I will always provide my know-where or know-whom at the request of other organizational members.	1	2	3	4	5
5	I will try to share my expertise from my education or training with other organizational members in a more effective way.	1	2	3	4	5

Project Commitment						
1	Our team feels fully responsible for achieving the common project goals.	1	2	3	4	5
2	This project has the strong commitment of our team members.	1	2	3	4	5
3	The team members are proud to be part of the project.	1	2	3	4	5
4	The team members are committed not only to their teams, but to the overall project.	1	2	3	4	5
5	Our team values to be part of this project.	1	2	3	4	5