Trust, Commitment, Motivation and Knowledge Sharing Behaviour Among Business Service Professionals

Mohd Misron Omar, Romiza Md Akhir, Noor Raihan Ab Hamid, Yasmin Mohd Misron and Kamilia Mohd Misron

UNITAR International University, Malaysia, {misron.pt@unitar.my, romiza @unitar.my, raihan@unitar.my}

ABSTRACT

Professional employees in the business service organizations are important resources when they share their knowledge. In the pursuit to leverage on employees' knowledge and in supporting knowledge sharing, business service organizations are using knowledge management system's platform. Although knowledge management systems are vital, the reality in the actual implementations have shown that technology could not be assured that knowledge would be shared. Professional employees have option in sharing their individual intelligent knowledge. There are many determinants of knowledge sharing behaviour. Thus, an objective of the study was to search for the determinants for knowledge sharing behaviour of professional employees in the business service organizations. The sampling unit of this research are professional employees working in business service sector within the context of Malaysia National Key Economic Area" (NKEA). The collection of the primary data was through the questionnaires that stratified chosen from the sampling. The survey findings are analysed using the SPSS and SMART PLS. Knowledge sharing behaviour was predicted by professional employees of the business service organizations' on the intention of their knowledge sharing. Thus, the intention was predicted by professional employees of the business service organizations perceived behavioural control, subjective norms and attitude. The professional employees of business service organizations perceptions of motivation and commitment were positively associated with favourable intention towards knowledge sharing. Alternately, different results indicated insignificant relationships.

Keywords: Knowledge sharing, trust, motivation, commitment, business service.

I INTRODUCTION

With the emerging megatrend of industry 4.0, the global economic landscape is changing rapidly, presenting both opportunities and challenges. Opportunities appear for those with better knowledge exploitation and challenges await those with uncertainty. Assuming that knowledge is an important element for organization to stay competitive in business lies within their professional employees. The failure to manage professional employees' knowledge, accordingly, would lead to less competitiveness and disadvantage to the company. With the advancement of technology such as the so called Fourth Industrial Revolution, emergence of digital knowledge-based economy, and dynamic business environment, knowledge management is still regarded as one of the strategic tools for business sustainability. Organizations incorporate knowledge management into their professional employees and practices to differentiate their services, existence and gain competitive edge.

There are barriers and challenges for organizations to implement and maintain all knowledge management initiatives and practices effectively. In getting better outcome, organizations would strategically facilitate knowledge sharing framework among professional employees. The likelihood of retaining the knowledge shared for later use in the organization by professional employees must be accomplished if they are willing to share and must take place before they leave for good (Abdelwhab, et al., 2019; Becerra-Fernandez, & Sabherwal, 2014). However, for the tacit knowledge from the individual intelligence, the success is difficult to be predicted. There could be other way to encourage knowledge sharing to happen between the individuals through another context. Many researchers have tried to identify for constructs that could determine indirect ways for knowledge sharing to occur among individuals (Chennamaneni & Teng, 2012; Hooff & Ridder, 2004; Nguyen et al., 2019; Ozlati, 2012; Samadi, 2015; Tohidinia & Mosakhani, 2010). Therefore, organizations are still striving and pushing very hard to engage knowledge sharing among professional employees to happen voluntarily (Abdelwhab, 2019; Lekhawipat, 2018; Wang & Hou, 2015; Youssef et al., 2017). To understand of what would determine any individual to engage towards knowledge sharing behaviour need to be investigated further (Chennamaneni, 2006; Gillani et al., 2018; Nguyen, Nham, & Hoang, 2019; Lee & Hong, 2014).

Furthermore, the role of individual's knowledge sharing in business service sector contributes towards

the business decision making, business planning for strategic business direction, and repelling against business competition among others should also be recognized as well (Dayan et al., 2017; Gupta, 2018; Razak et al., 2016). Furthermore, the perimeter within the Malaysia business service sector, are looking for findings of what determines knowledge sharing behaviours has been neglected as limited published research paper can be found in the scholar databases (Abdelwhab et al., 2019; Fathi, 2011; Jain, 2015; Razak, 2016; Tangaraja et al., 2015; Safa & Von Solms, 2016; Teh & Sun, 2012; Yi & Jayasingam, 2012).

II   LITERATURE REVIEW

The scope of knowledge within organizations included the nature of knowledge and the activity of knowledge being shared (Ipe, 2003). Knowledge sharing itself is the agreeable to exchange and creating the newly knowledge (Hooff & Ridder, 2004). What were discussed by both Hooff and Ridder (2004), knowledge sharing is a two-direction activity where knowledge interchange between individuals involving giving or "donating" and receiving or "collecting". It would involve interaction between individuals to achieve the same strategic goals (Boland & Tenkasi, 1995).

There are number of factors that could influence knowledge sharing behaviour. The attitude, subjective norms and perceived behavioural control of a person mediates the knowledge sharing intention (Mafabi, et al., 2017; Samadi, 2015). Other factors such as trust (Casimir et al., 2012; Yoo et al., 2018), commitment (Curtis & Taylor, 2018; Hashim & Tan, 2015) and motivation (Law et al., 2017; Rajput & Talan, 2017) would have influence towards knowledge sharing. However, common research was merely on factors that influence the knowledge sharing especially on the surroundings or contextual factors that affect the knowledge sharing behaviour of a person (Akhavan et al., 2013; Nguyen et al., 2019).

This research is to examine the influence of the above-mentioned factors on the knowledge sharing behaviour of individuals who are working in the business service sector in Malaysia. Davenport and Prusak (1998) supported that a trust is vital in the process of knowledge sharing. This research zoomed into the individual of trust only, the trust that exists connecting colleagues in the organization. As trust is important in social communication than in economic communication (Bartol & Srivastava, 2002; Mariotti, 2011), trust can therefore lead thorough the knowledge sharing with others is a social communication (Montoro-Sánchez et al., 2011; Soliman & Spooner, 2000). The challenge in

knowledge sharing is to encourage an individual's insight to involve in knowledge sharing behaviour or motivation. Fishbein & Ajzen, (1975) mentioned that motivation is the main layer for individual behaviour in the Theory of Reasoned Action (TRA).

Self-determination theory (SDT) is as an established theory of motivation and has been generally embraced to research where specific individual conduct is prompted (Deci, Ryan, & Koestner, 1999; Deci & Ryan, 1985). SDT suggests that individual practices might be empowered either by remotely prompted impetuses, called controlled inspiration, yet additionally by inside evoked motivators, known as self-governing inspiration. SDT demonstrates that self-sufficiency arranged inspirations have moderately more elevated levels of value than control-situated inspirations regarding encouraging a specific conduct (Wang et al., 2015). Another issue that organizations needs to tackle is that when individuals refuse of sharing their intelligent knowledge among others. The employee's acceptance towards their organizations and other co-workers are basic determinant of knowledge sharing (Soliman & Spooner, 2000) just like an apparent expense of the shared individual knowledge. Individuals would reckon their valuable time, energy, and loss of expert power that hinder them to commit with other employees. Knowledge sharing needs peoples' willingness to work together within the organizations (Casimir et al., 2012; Curtis & Taylor, 2018) on the grounds that rejection of knowledge sharing may bring about wrong information, lack to complete reports, late responses to customers, and the worst cases, falsification, viral shared.

In any case, taking into account that knowledge is an individual who has unlimited authority, the choice on whether to share knowledge subsequently is dependent upon an assessment of the expenses and advantage (Cabrera and Cabrera, 2005). Individuals may find that the expense of knowledge shared exceeds the potential advantages for doing as such. As the apparent expense of knowledge sharing incline, the probability that knowledge will be shared voluntarily should therefore decline. Individuals' commitment to share knowledge with others would determine actual knowledge sharing behaviour occurs. It acts as a mediator to continuous knowledge sharing behaviour (Hashim & Tan, 2015). Commitment mediates the connection of participation within individuals by enhancing other feelings of liking and bonding with other employees that lead to ever lasting relationships (Wu et al., 2010). According to Goo & Huang (2008), commitment is a vital mediating factor that influences relationship consistency as strong commitment can decrease high turnover and establish

stable relationships. As it is explained earlier, some theories have been used to support the Conceptual Framework.
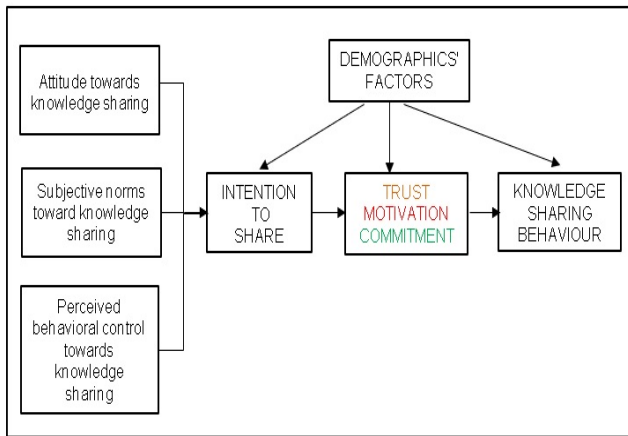
A. Conceptual Framework

Figure 1. Conceptual Framework of Knowledge Sharing Behaviour among Business Service Professionals.

B. Hypotheses

H1:   An individual's attitude towards knowledge sharing has a positive and significant relationship on the intention to share knowledge.

H2:   An individual's subjective norms towards knowledge sharing have a positive and significant relationship on the intention to share knowledge.

H3:   An individual's perceived behaviour control towards knowledge sharing has a positive and significant relationship on the intention to share knowledge.

H4:   An individual's intention to share knowledge has a positive and significant relationship on the individual's knowledge-sharing behaviour.

H5:   An individual's attitude over knowledge sharing intention has a positive relationship on the individual's knowledge-sharing behaviour.

H6:   An individual's subjective norms over knowledge sharing intention has a positive relationship on the individual's knowledge-sharing behaviour.

H7:   An individual's perceived behaviour control over knowledge sharing intention has a positive relationship on the individual's knowledge-sharing behaviour.

H8:   Trust has a significant mediating effect on the relationship between individual's intention to share knowledge and the individual's knowledge-sharing behaviour.

H9:   Motivation has a significant mediating effect on the relationship between individual's intention to share knowledge and the individual's knowledge-sharing behaviour.

H10:   Commitment has a significant mediating effect on the relationship between individual's intention to share knowledge and the individual's knowledge-sharing behaviour.

H11:   The demographics' factors have a significant moderating effect on the relationship between individual's intention to share knowledge and the individual's knowledge-sharing behaviour.

III   METHODOLOGY

The conducted study was to investigate the determinants of knowledge sharing behaviour among individual professionals working at the business service sector in Malaysia. The unit of analysis of this study was the business service professional employees in Malaysia. The stratified sampling was used. The questionnaires used a 5-point Likert scale.

IV   FINDINGS

Out of 600 questionnaires distributed, 378 were received back, yielding the return rate of 63%. From 378, only 373 were further processed. An analysis of the respondent profile showed that male participants made up of 50.7% of the total participants. Most of the participants (78.7%) had 6 to 20 years of working experience. All the respondents in this study were diploma up to PhD holders.

An internal consistency reliability, rho_A, CR, AVE and VIF of the research measures are reported in Table 1.

In essence, the findings in Table 1, it shows that the outer model variables which are measured by indicators on each. All the values of the variables after analysing are all reliable since the loading results are fully met the requirement in which the values of variables are more than 0.5.

Table 1. Reliability of Construct.

No	Variables	Items	Loadings	Cronbach's Alpha	rho_A	CR	AVE	VIF
1	Attitude	ATT1	0.791	0.904	0.904	0.904	0.653	3.143
2		ATT2	0.797					3.766
3		ATT3	0.808					2.232
4		ATT4	0.814					2.798
5		ATT5	0.831					2.069
6	Commitment	CMT1	0.673	0.819	0.82	0.817	0.528	1.691
7		CMT3	0.799					1.604
8		CMT4	0.695					2.085
9		CMT5	0.734					1.754
10	Intention	INT1	0.595	0.811	0.819	0.807	0.46	1.645
11		INT2	0.607					1.803
12		INT3	0.758					1.871
13		INT4	0.611					1.601
14		INT5	0.794					1.485
15	KSB	KSB1	0.728	0.729	0.732	0.73	0.575	1.491
16		KSB2	0.788					1.491
17	Motivation	MOT7	0.891	0.856	0.864	0.858	0.669	2.229
18		MOT8	0.822					2.306
19		MOT9	0.733					1.958
20	PBC	PBC1	0.681	0.633	0.633	0.633	0.463	1.273
21		PBC2	0.68					1.273
22	Subjective	SBN1	0.769	0.813	0.815	0.812	0.52	2.257
23	Norms	SBN2	0.708					2.349
24		SBN3	0.645					1.705
25		SBN4	0.755					1.395
26	Trust	TRU4	0.537	0.844	0.864	0.845	0.583	1.547
27		TRU5	0.81					2.163
28		TRU6	0.821					1.978
29		TRU7	0.844					2.034

Source: Generated from Smart PLS version 3

Table 2 shows the Construct Correlations where for all the individual construct's square root AVE value, it was showed that all are above 0.5. This has proved that all the variables' divergent validity is achieved. By comparing the other constructs of their square root value, the table showed that all variables have a greater value. In a nutshell, the requirements for the Partial Test Least Square Models with Outer size (Measurement Model) are all achieved in this research.

Table 2. Construct Correlations (Diagonal Elements are Square Roots of the AVE).

No	Variables	ATT	COM	INT	KSB	MOT	PCB	SVN	TRU
1	Attitude	0.808							
2	Commitment	0.630	0.727						
3	Intention	0.705	0.644	0.678					
4	KSB	0.638	0.523	0.700	0.759				
5	Motivation	0.781	0.708	0.643	0.630	0.818			
6	PCB	0.636	0.664	0.748	0.474	0.786	0.681		
7	Subj. Norms	0.618	0.574	0.726	0.488	0.597	0.654	0.721	
8	Trust	0.412	0.517	0.550	0.340	0.507	0.559	0.481	0.764

Source: Data processing from Smart PLS (2019)

According to Hair et al. (2017), there is a requirement for the discriminant validity assessment to make sure that there are strongest relationships between the reflective construct and its own indicators. For example, the comparison between the reflective construct with any other construct in the PLS path model. The journal authors have stated that the discriminant validity is likely to have existed among the two scales if the HTMT result is less than 0.85 while if the two constructs overlap largely, the HTMT result is greater than 0.85 and it indicates that they are probably measuring the same thing (Campbell & Fiske, 1959).

Table 3. Heterotrait-Monotrait Ratio of Correlations (HTMT).

No	Variables	ATT	COM	INT	KSB	MOT	PCB	SVN	TRU
1	Attitude								
2	Commitment	0.624							
3	Intention	0.692	0.632						
4	KSB	0.637	0.520	0.691					
5	Motivation	0.782	0.708	0.630	0.600				
6	PCB	0.635	0.661	0.745	0.474	0.789			
7	Subj. Norms	0.615	0.569	0.719	0.488	0.594	0.653		
8	Trust	0.411	0.520	0.554	0.339	0.512	0.551	0.474	

Source: Data processing from Smart PLS (2019)

Based on Table 3, it shows that all the constructs are lower than 0.85 clearly. So, this can be concluded by the researcher by showing that the discriminant validity exists among all the constructs. In other meaning, it means that there are no overlapping items appeared in respondents' perception in the affected constructs whereby it proved that the items inside the constructs mostly are not measuring the same thing (Henseler, Hubona, & Ray, 2016).

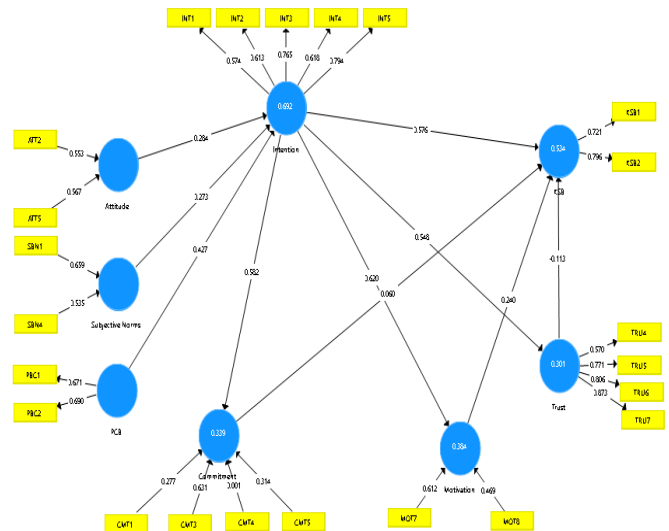From the Figure 2, it shows the overall structural

Figure 2. Path Coefficients among the IV and DV for second order constructs.

V   CONCLUSION

This study tested eleven (11) hypotheses. It also developed a new knowledge sharing behaviour framework. In addition to the current framework, it has included trust, commitment and motivation that related to knowledge sharing behaviour amongst business service professional. There is a relationship between attitude, subjective norms, perceived behavioural control, intention, motivation, commitment and trust, factor that are influencing on knowledge sharing behaviour among individual employees of Malaysian business service professional.

REFERENCES

Abdelwhab Ali, A., Panneer selvam, D.D.D., Paris, L. & Gunasekaran, A. (2019). Key factors influencing knowledge sharing practices and its relationship with organizational performance within the oil and gas industry", Journal of Knowledge Management, 23(9), 1806-1837.

Ajzen, I. (2001). Nature and operation of attitudes. Annual Review of Psychology, 52, 27–58.

Ajzen, I, & Fishbein, M. (1980). Understanding attitudes and predicting social behavior. NJ: Englewood Cliffs.

Ajzen, Icek. (1991). The theory of planned behavior. Organizational Behavior and Human Decision Processes, 50(2), 179–211.

Akhavan, P., Rahimi, A., & Mehralian, G. (2013). Developing a model for knowledge sharing in research centers. Vine, 43(3), 357–393.

Baharim, S. (2008). The influence of knowledge sharing on motivation to transfer training : A Malaysian public sector context (Doctoral dissertation). Victoria University, Melbourne.

Bartol, K. M., & Srivastava, A. (2002). Encouraging Knowledge Sharing: The Role of Organizational Reward Systems. Journal of Leadership & Organizational Studies, 9(1), 64–76.

Boland, R. J., & Tenkasi, R. V. (1995). Perspective Making and Perspective Taking in Communities of Knowing. Organization Science, 6(4), 350–372.

Becerra-Fernandez, I., & Sabherwal, R. (2014). Knowledge Management: Systems and Processes. New York: Routledge.

Bock, G. & Kim, Y. (2002). Breaking the myths of rewards: An exploratory study of attitudes about knowledge sharing. Information Resources Management Journal, 15(2), 14–21.

Campbell, D. T., & Fiske, D. W. (1959). Convergent and discriminant validation by the multitrait-multimethod matrix. Psychological Bulletin.

Casimir, G., Lee, K., & Loon, M. (2012). Knowledge sharing: influences of trust, commitment and cost. Journal of Knowledge Management, 16(5), 740–753.

Chennamaneni, A. (2006). Determinants of knowledge sharing behaviors: Developing and testing an integrated theoretical (Doctoral dissertation). University of Texas.

Chennamaneni, A., & Teng, J. T. C. (2012). Types of human needs that motivate knowledge sharing in organizations: A comprehensive empirical study based on the ERG theory. Journal of Information Technology Management, 23(3), 65–80.

Curtis, M. B., & Taylor, E. Z. (2018). Developmental mentoring, affective organizational commitment, and knowledge sharing in public accounting firms. Journal of Knowledge Management, 22(1), 142–161.

Davenport, T. H., & Prusak, L. (1998). Working Knowledge: How Organizations Manage What They Know. Boston, MA: Harvard Business School Press.

Dayan, R., Heisig, P., & Matos, F. (2017). Knowledge management as a factor for the formulation and implementation of organization strategy. Journal of Knowledge Management, 21(2), 308–329. https://doi.org/10.1108/JKM-02-2016-0068

Deci, E.L. and Ryan, R. M. (1985). Intrinsic Motivation and Self-determination in Human Behaviour. New York: Plenum Press.

Deci, E. L. (1975). Intrinsic Motivation. New York: Plenum.

Deci, E. L., Ryan, R. M., & Koestner, R. (1999). A meta-analytic review of experiments examining the effects of extrinsic rewards on intrinsic motivation. Psychological Bulletin, 125,627–668.

Fathi, N. M., Eze, U. C., & Goh, G. G. G. (2011). Key determinants of knowledge sharing in an electronics manufacturing firm in Malaysia. Library Review, 60(1), 53–67.

Gillani, S. M. F., Iqbal, salman, Akram, S., & Rasheed, M. (2018). Specific antecedents of employees' knowledge sharing behavior: a mix method approach. VINE Journal of Information and Knowledge Management Systems, 48(2), 178-198.

Goo, J., & Huang, C. D. (2008). Facilitating relational governance through service level agreements in IT outsourcing: An application of the commitment-trust theory. Decision Support Systems, 46(1), 216–232.

Gupta, V., & Chopra, M. (2018). Gauging the impact of knowledge management practices on organizational performance – a balanced scorecard perspective. VINE Journal of Information and Knowledge Management Systems, 48(1), 21–46.

Hair, J F, Anderson, R. E., Tatham, R. L., & Black, W. C. (2013). Multivariate Data Analysis (7th Edition). In Pearson Education International:Uppersaddle River, New Jersey.

Hair, Joseph F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., & Thiele, K. O. (2017). Mirror, mirror on the wall: a comparative evaluation of composite-based structural equation modeling methods. Journal of the Academy of Marketing Science, 45(5), 616–632.

Hair, Joseph F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. European Business Review, 31(1), 2–24.

Hair, Joseph F., Sarstedt, M., Pieper, T. M., & Ringle, C. M. (2012). The Use of Partial Least Squares Structural Equation Modeling in Strategic Management Research: A Review of Past Practices and Recommendations for Future Applications. Long Range Planning, 45(5–6), 320–340.

Hashim, K. F., & Tan, F. B. (2015). The mediating role of trust and commitment on members' continuous knowledge sharing intention : A commitment-trust theory perspective. International Journal of Information Management, 35(2), 145–151.

Henseler, J., Hubona, G., & Ray, P. A. (2016). Using PLS path modeling in new technology research: Updated guidelines. Industrial Management and Data Systems. https://doi.org/10.1108/IMDS-09-2015-0382

Hooff, B. Van Den, & Ridder, J. a. De. (2004). Knowledge sharing in context: the influence of organizational commitment, communication climate and CMC use on knowledge sharing. Journal of Knowledge Management, 8(6), 117–130.

Ipe, M. (2003). Knowledge Sharing in Organizations: A Conceptual Framework. Human Resource Development Review, Vol. 2, pp. 337–359.

Jain, K. K., Sandhu, M. S., & Goh, S. K. (2015). Organizational climate, trust and knowledge sharing: insights from Malaysia. Journal of Asia Business Studies, 9, 54–77.

Law, K. K., Chan, A., & Ozer, M. (2017). Towards an integrated framework of intrinsic motivators, extrinsic motivators and knowledge sharing. Journal of Knowledge Management, 21(6), 1486–1502.

Lee, H. S., & Hong, S. A. (2014). Factors affecting hospital employees' knowledge sharing intention and behavior, and innovation behavior. Osong Public Health and Research Perspectives, 5(3), 148–155.

Lekhawipat, W., Wei, Y. H., & Lin, C. (2018). How internal attributions affect knowledge sharing behavior. Journal of Knowledge Management, 22(4), 867–886.

Mafabi, S., Nasiima, S., Muhimbise, E. M., Kaekende, F., & Nakiyonga, C. (2017). The mediation role of intention in knowledge sharing behavior. VINE Journal of Information and Knowledge Management Systems, 47(2), 172–193.

Mariotti, F. (2011). Knowledge mediation and overlapping in interfirm networks. Journal of Knowledge Management, 15(6), 875–889.

Montoro-Sánchez, A., Ortiz-de-Urbina-Criado, M., & Mora-Valentín, E. M. (2011). Effects of knowledge spillovers on innovation and collaboration in science and technology parks. Journal of Knowledge Management, 15(6), 948–970.

Nguyen, T. M., Nham, P. T., & Hoang, V. N. (2019). The theory of planned behavior and knowledge sharing: A systematic review and meta-analytic structural equation modelling. VINE Journal of Information and Knowledge Management Systems, 49(1), 76–94.

Ozlati, S. (2012). Motivation, trust, leadership, and technology: Predictors of knowledge sharing behavior in the workplace (Doctoral dissertation). Claremont Graduate University.

PEMANDU. (2011). ETP Annual Report: Business Services. Jabatan Perdana Menteri. Putrajaya.

PEMANDU. (2012). Driving high-Income growth through business services. Jabatan Perdana Menteri. Putrajaya.

Rajput, N., & Talan, A. (2017). Extrinsic and Intrinsic Motivations as Mediator of Big Five Personality and Knowledge Sharing. Global Journal of Enterprise Information System, 9(1), 13–28.

Razak, N. A., Pangil, F., Zin, M. L. M., Yunus, N. A. M., & Asnawi, N. H. (2016). Theories of Knowledge Sharing Behavior in Business Strategy. Procedia Economics and Finance, 37(16), 545–553.

Safa, N. S., & Von Solms, R. (2016). An information security knowledge sharing model in organizations. Computers in Human Behavior, 10, 442-451.

Samadi, B. (2015). Factors influencing organisational trust and knowledge sharing behaviour in MSC Status Companies (Doctoral dissertation). Multimedia University Malaysia.

Sohail, M. S., & Daud, S. (2009). Knowledge sharing in higher education institutions: Perspectives from Malaysia. Vine, 39(2), 125–142.

Soliman, F., & Spooner, K. (2000). Strategies for implementing knowledge management: role of human resources management. Journal of Knowledge Management, 4(4), 337.

Tangaraja, G., Rasdi, R. M., Ismail, M., Samah, B. A., & Chase, R. (2015). Fostering knowledge sharing behaviour among public sector managers : A proposed model for the Malaysian public service. Journal of Knowledge Management, 19(1), 1–26.

Teh, P. L., & Sun, H. (2012). Knowledge sharing, job attitudes and organisational citizenship behaviour. Industrial Management & Data Systems, 112(1), 64–82.

Tohidinia, Z., & Mosakhani, M. (2010). Knowledge sharing behaviour and its predictors. Industrial Management & Data Systems, 110(4), 611–631.

Wang, W.-T., & Hou, Y.-P. (2015). Motivations of employees' knowledge sharing behaviors: A self-determination perspective. Information and Organization, 25(1), 1–26.

Wu, J. J., Chen, Y. H., & Chung, Y. S. (2010). Trust factors influencing virtual community members: A study of transaction communities. Journal of Business Research, 63(9–10), 1025–1032.

Yi, L. W., & Jayasingam, S. (2012). Factors Driving Knowledge Creation among Private Sector Organizations : Empirical Evidence from Malaysia. Journal of Organizational Knowledge, 2012, 12.

Youssef, M., Saheem, W., & Youssef, E. M. (2017). A structural equation model of knowledge sharing behavior in an emerging economy. Journal of Knowledge Management, 29(1), 1–6.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). Business research methods (9th ED.). Business Research Methods. Mason OHIO: Cencage Learning.