

2012-05-01

# ASSESSING KNOWLEDGE SHARING BEHAVIOUR AMONG EMPLOYEES IN PERSPECTIVE OF GRAMMEN PHONE CUSTOMER SERVICE DEPERTMENT

Mukhles, Imran Ahmed Al

INDEPENDENT UNIVERSITY, BANGLADESH

---

---

<http://hdl.handle.net/123456789/126>

*Downloaded from IUB Academic Repository*

ASSESSING KNOWLEDGE SHARING BEHAVIOUR AMONG EMPLOYEES IN  
PERSPECTIVE OF GRAMMEN PHONE CUSTOMER SERVICE DEPARTMENT

By

Imran Ahmed Al Mukhles

ID: 0830172

An Internship Report Presented in Partial Fulfillment  
Of the Requirements for the Degree  
Bachelor of Business Administration

INDEPENDENT UNIVERSITY, BANGLADESH

April 2011

ASSESSING KNOWLEDGE SHARING BEHAVIOUR AMONG EMPLOYEES IN  
PERSPECTIVE OF GRAMMEN PHONE CUSTOMER SERVICE DEPARTMENT

By

Imran Ahmed Al Mukhles  
ID: 0830172

Has been approved  
April, 2012

---

Mr. Latiful Khabir  
Lecturer, HRM  
School of Business  
Independent University, Bangladesh

## Letter of Transmittal

25<sup>th</sup> April

Mr. Latiful Khabir

Lecturer, School of Business

Independent University, Bangladesh

.

Subject: **Submission of the internship report.**

Dear Sir,

I am pleased to submit this report, which has been prepared as a partial point for the requirement of internship program. I have tried my best of my ability to complete the report properly and to produce a meaningful report within the constraints. I had to face some difficulties while gaining information for the project. While preparing this report, I have learnt many things regarding knowledge sharing behavior among the employees of GrammenPhone Customer Service Department.

In spite of the various difficulties faced in preparing the report, I have tried to be as thorough as possible. Still, if you need any elaboration on any issue, that seems to be inadequately explained in the report, I shall be glad to oblige.

Sincerely Yours,

---

Imran Ahmed AL Mukhles

ID: 0830172.

## Acknowledgement

The submission of this report is about “*Assessing knowledge sharing behavior among the employees in perspective of Grameenphone Customer Service*”. This is very happy occasion for me to finish this report and submit this. This success of this report is depended on the participation of a group that help me by giving different types of company’s information, suggestion and advice to complete this report.

I would like to thank my Internship Supervisor, Mr. Latiful khabir, Lecturer in HRM of Independent University, Bangladesh for guiding me and encouraging me to work on this exciting topic for my internship paper. I strongly believe that, these will assist me a lot to make me more professional and building my future professional career. I am very grateful to, sir, Mr. Latiful Khabir.

Grameenphone Ltd. is a Brand employer and the one of first company give students the chance to work over here beside the permanent employee and therefore I select this topic. In order to accumulate all the data, information and other sources, I do find many of my colleagues very helpful and well cooperative.

I would also like to thank my Organizational Supervisor Mr. Ali Al Mamun of Grameenphone Ltd for guidance and valuable insight into dynamics of Contact Center.

# TABLE OF CONTENTS

	Page
Executive Summary I	i
1.0 Introduction	1
1.1 Statement of the problem	3
1.2 Purpose of the Study	3
1.3 Significance of the study	3
1.4 Limitation of the study	4
2.0 Literature review	4
2.1 Knowledge sharing	4
2.2 Commitment	5
2.3 Reward System	5
2.4 Culture	6
2.5 Social interaction	6
2.6 Trust	7
2.7 Technology	7
3.0 Development of Conceptual Frame work	8
4.0 Research questions	9
5.0 Hypothesis	9
6.0 Methodology	10
6.1 Research Design	10
6.2 Research Approach	10
6.3 Sampling Method	10
6.4 Survey Instrument	11
6.5 Data Collection Procedure	12
6.6 Data Analysis Procedure	12
7.0 Result	13
7.1 Reliability Coefficient and Descriptive Statistics	13
7.2 Correlation Analysis	14
8.0 Result	15
8.1 Hypothesis 1	15

8.2 Hypothesis 2	15
8.3 Hypothesis 3	16
8.4 Hypothesis 4	16
8.5 Hypothesis 5	16
8.6 Hypothesis 6	16
9.0 Discussion and Recommendation	17
10.0 Conclusion	17
References	18
Appendix 1	20
Appendix 2	26
Appendix 3	30

## LIST OF TABLES

	<b>Page</b>
• Reliability Coefficient and Descriptive Statistics	15
• Interpretation of Correlation analysis	16
• Correlation analysis Matrix	16



## **EXECUTIVE SUMMARY**

Knowledge sharing among employees is very much important as recently there are many organizations that are encouraging knowledge sharing behavior among employees in order to meet the organizations goal or objectives. Knowledge sharing basically helps employees to new understanding their jobs and it also brings personal recognition within the department. There are certain other parameters such as commitment, reward system, culture, social interaction, trust and technology which are related to knowledge sharing.

The commitment of the employees in the organization is one of the key issues in making the employees to share their knowledge. When employees levels of commitment is high then they are more willing and work effectively for organization. Reward is also one of the effective factors which will encourage people to share knowledge with others. Knowledge is shared only because monetary values are obtained if it is withdrawn then knowledge sharing behavior will decline. In an organization with knowledge sharing culture, people would share their ideas and exchange knowledge with others because they treat this culture as natural, rather than they are force to share their knowledge with others. Many organizations encourage motivating their employees to interact more among them by providing rest rooms or provide food or drinks for them in order to develop the social interaction. Many people are willing to share their knowledge with others if they feel that the person is honest and can be trusted. Hence, high level of interpersonal trust correlates with high levels or willingness to knowledge sharing. Through technology, employees not only can share their knowledge internally but they can share even across a wide geographical separation. Technology makes people easily to access and more willing to share their knowledge because it suits for those who are shy or very busy and prefer to avoid face to face interaction.

The research basically intends to investigate the relationship of knowledge sharing among employees related to commitment, culture, social interaction, trust and technology in perspective of Grammen Phone Customer service department. It is a correlation study, which is measured among the studied variables stated: commitment, reward system, culture, social interaction, trust, technology and knowledge sharing. The sample for the study was the employees of Grammen

Phone Customer Service Department. The questionnaires were distributed among 80 respondents and all the questionnaires have been taken as the data for the study. The analysis of the data was done with a statistical tool which is SPSS version 12. The correlation analysis was performed in order to assess the hypothesis. The value of alpha, mean and standard deviation was also even found. The value of alpha proves that the questionnaires are very much appropriate in order to progress the research. Therefore focusing on the contract center of Grammen Phone, the current study was meaningful to assess the knowledge sharing behavior among employees.

## 1.0 Introduction

Grameenphone LTD, the largest telecommunication service provider in Bangladesh, received its operating license in November 1996 and started its operation from March 26, 1997, the independence day of Bangladesh. Now, after 14 years of successful operations, Grameenphone is the largest mobile phone service provider in Bangladesh, with about 36 million subscribers as of December 2011. The company was successfully listed on the stock exchange in November 2009 after the completion of the largest IPO in the history of Bangladesh. Grameenphone has built the largest cellular network in the country with over 13,000 base stations in more than 7000 locations. Presently, nearly 99 percent of the country's population is within the coverage area of the cGrameenphone network. Grameenphone has always been a pioneer in introducing new products and services in the local market. GP was the first company to introduce GSM technology in Bangladesh when it launched its services in March 1997. Grameenphone was also the first operator to introduce the pre-paid service in September 1999. It established the first 24-hour Call Center (121), introduced value-added services such as VMS, SMS, fax and data transmission services, international roaming service, WAP, SMS-based push-pull services, EDGE, personal ring back tone and many other products and services. The entire Grameenphone network is also EDGE/GPRS enabled, allowing access to high-speed Internet and data services from anywhere within the coverage area. There are currently nearly 2.6 million EDGE/GPRS users in the Grameenphone network.

Competitive advantage is important for a company's performance in emerging markets. Many companies lost sight of competitive advantage to grow and compete with domestic and global competitors. Thus, many companies try to gain it from managing knowledge or the information database available to them. However, while the companies have to leverage their knowledge internally and externally to create and sustain a competitive advantage, they face many problems to manage knowledge.

Knowledge management has been used in most product-based companies and now it has also been extended to use in service sectors. Though, service industries like telecommunication sectors are continuously growing in Bangladesh, the importance of knowledge sharing with the customers are still not valued. So it is important to understand how knowledge management can play an important role in making the companies compete productively.

Knowledge sharing is an activity through which knowledge (information, skills, or expertise) is exchanged among people, friends, members of a family, community or an organization. It is most

valuable in business world when the sharing occurs between the customer and a service providing company. Such sharing of knowledge not only increases customers' faith and loyalty to that particular company but also maximize the revenue income.

Organizations have recognized that knowledge constitutes a valuable intangible asset for creating and sustaining competitive advantages. Knowledge sharing activities are generally supported by knowledge management strategy and the technology available to the company. However, technology constitutes only one of the many factors that affect the sharing of knowledge within or outside of organizations. The sharing of knowledge constitutes a major challenge in the field of knowledge management because if the knowledge is not accurately shared by employees among his colleagues or outside customers or stakeholders, the entire motive of knowledge sharing might destroy.

Grameen Phone encourages the employees to share their knowledge and ideas through discussion. The knowledge sharing behavior is the foundation in the Customer Service department of Grameen Phone LTD. In this department the employees who are designated as Customer Managers need to gain an exclusive knowledge about products, value added services and the tools that is service oriented. The implementation of knowledge sharing among the employees can gain a greater benefit to the organization as well. In Customer Service Department the knowledge is being gained from employee to employee or from employer to the employee. The motivational factors should push the employees of Grameen Phone Customer Service to share knowledge. \

### ***1.1 Statement of the problem***

The main problem of the study is to encourage the employees to share their knowledge because knowledge sharing can help employees to new understanding their jobs and bring personal recognition within the department. Once the knowledge is built, companies will be able to have sustainable competitive advantage.

From the previous research it is being identified that there are many employees who are unwilling to share their knowledge they have (Chow, Deng, & Ho, 2000). They added that this phenomenon happens is because the employees scared of the loss of valuable knowledge. Although many organizations apply technology to support knowledge sharing behavior, the problem still exists and is far from being successful (Grumbley, 1998).

### ***1.2 Purpose of the Study***

The main objective of doing this research is to present and tests the key factors of knowledge sharing behavior of employees of Grameen Phone customer service department. The researcher tried to focus on the six parameters which basically signifies independent variables i.e. commitment, reward system, culture, social interaction, trust and technology as possible variables that are believed to have influence towards the dependent variable (knowledge sharing behavior). The researcher have gone through an extensive study on whether the knowledge sharing among the employees of Grameen Phone Customer service is really helping the organization to meet the objectives and goals. This entire study is conducted with the employees of Grameen Phone Customer service department and the researcher has tried to narrowly focus on the knowledge sharing part of employees.

### ***1.3 Significance of the study***

Knowledge Sharing is a very vital element considered in organization because it is a fundamental to generate new ideas and developing new business opportunities. This study will make significant contribution to the GrameenPhone Customer service.

First the study will help the researcher extend their understanding of relationship between commitments, reward system, culture, social interaction, trust, technology and knowledge sharing. The result of the study will help the company GrammenPhone Customer Service department to understand the importance of knowledge sharing among employees.

Secondly, the study will help the management team of GrameenPhone Customer service department in order to know about the existing conditions of knowledge sharing among employees. In perspective of the company the management authority should generate up with new ideas to

appreciate knowledge sharing pattern among the employees. The knowledge sharing pattern can be enhanced by simplifying and improving the process of sharing, distributing, creating and understanding company knowledge.

The outcomes of this study will be beneficial for the management team of customer service department in Grameenphone to find out the limitations in their current process of knowledge sharing in call center. It will also help them to have an in depth view of customer's view of knowledge sharing pattern, improve the service delivery process and become more customers centric.

#### ***1.4 Limitation of the Study***

This present study is limited by number of factors. The sample population is limited in terms of its range and composition. The study is limited to only those employees who were available at the organization during the data collection period of this study. The convenience sampling method has been used rather than other sampling procedures in order to simplify the research.

The researcher has limited resources to deal with because the researcher has limited access to the related literature review due to lack of journals available on the measured variables as well as limited access to the internet library. There may be some other factors, which can affect employees' perception, but the researcher did not consider them because of the simplicity of the research.

## **2.0 Literature Review**

### **2.1 Knowledge Sharing**

Knowledge sharing has got many definitions in different areas of organization. It is defined as an organized body of data, information, skills and expertise for the purpose to create new information when carrying out a task (Schreiber et al., 1999). According to Nonaka (1994) as cited by Ooi (2009), knowledge is referred as a wide range of perceptions both in theory and practice that are effective and useful on the improvement of organization.

In order to gain complete advantage knowledge has become a very important factor in the business environment (Pinelli et al., 1997). Basically there are two types of knowledge; tacit knowledge and explicit knowledge. Tacit knowledge cannot be gained nor can it be assessable from books. It is an individual belief, insights, values and understanding (Pan and Scarbrough, 1999) and exists as individual's experience and work knowledge (Nonaka and Takeuchi, 1995)

Whereas, explicit knowledge is defined as formal language data or information in terms of technical or academic such as handbook, patent and copyright (Smith, 2001; Ooi et al., 2009).

Knowledge sharing is an activity of spreading information, values and ideas about the perception between two parties to agree or disagree. The two parties could be between individuals or between organizations (Lee, 2001; An et al., 2004; Cheah et al., 2009). Liebowitz (2001) stated that organizations gain competitive advantages when the employees have the attitude of sharing knowledge among themselves. It is said that useful and appropriate knowledge can enhance employees' performance to the achievement of its goals in an efficient and effective manner (Alavi and Leidner, 2001; Hansen et al., 1999).

## **2.2 Commitment**

The commitment of the employees in the organization is one of the key issues in making the employees to share their knowledge. In order to make knowledge management successful, the level of commitment and capability to encourage knowledge sharing are strongly related (Scarborough & Carter, 2000). According to Hislop (2002) the level of commitment will, in turn, influence employees' attitudes and behaviors to sharing their knowledge for the benefit of the organization. When employees levels of commitment is high then they are more willing and work effectively for the organization. Hislop (2002) argued that commitment is important because workers with high levels of organizational commitment are less likely to leave, are more likely to be highly motivated, and will probably be more willing to provide extra discretionary effort and be generally more willing to share their knowledge within the organization. Allen and Meyer (1990) identified three distinct components. The affective commitment is the employee's emotional attachment to, identification with, involvement in, and enjoyment of membership of, the organization. The continuance commitment is based on the cost associated with leaving and benefit associated with continued participation, while normative commitment is related to the employee's feelings of obligation to remain with organization. Employees can experience these three components concurrently and to distinct degrees (Allen & Meyer, 1991). Therefore, commitment is taken into consideration as one of the factor that affects knowledge sharing behavior.

## **2.3 Reward system**

Reward is also one of the effective factors which will encourage people to share knowledge with others. Kugel & Schostek (2004) study found that knowledge is shared only because monetary rewards are obtained, and when the rewards system is withdrawn, the knowledge sharing behavior will decrease (. Rewards or bonuses are extrinsic motivation (Stenmark, 2003). Employees will generally act in a way that they perceive as being rewarded - this is not merely pay but the outcomes

that will make an individual feel that they are achieving their intrinsic or extrinsic needs (Palardy, 1994; Mullins, 2002). Grumbley (1998) stated that one way of helping to convince them of their value to the organization is to offer inducements in a form that is linked to the well-being of the organization as share or share options that shape of performance or profit-based schemes. Syed-Ikhsan and Rowland (2004) study reveals that organizations which provide “reward” systems will definitely encourage employees to share the knowledge. It is also found that one of the strategies that could foster knowledge sharing is by introducing incentive schemes for knowledge sharing (Matusik & Hill 1998; Trussler, 1998). The companies have to reward the employees who are willing to share their knowledge with others. Hariharan and Cellular (2005) emphasize that the management should announce reward and recognition schemes to measure and reward knowledge sharing and replication with demonstrated business results.

#### **2.4 Culture**

Researchers have investigated the importance of organization culture. It is one of the main factors that make the knowledge management and knowledge sharing a success in an organization (Tuggle and Shaw, 2000). Strong culture and the attitudes of the employers and employees could help the company become successful. So, it is important to have a culture of sharing knowledge. Schein (1985) has defined culture as the shared values, beliefs and practices of the people in the organization. Culture exists in a deeper level as well for example how people act, what they expect of each other and how they make sense of the opposite party’s action (McDermott & O’Dell, 2001). McDermott and O’Dell (2001) added that people are often acting in ways consistent with its underlying or core values. From the definition it could be concluded that in an organization with knowledge sharing culture, people would share their ideas and exchange knowledge with others because they treat this culture as natural, rather than they are force to share their knowledge with others.

#### **2.5 Social interaction**

Knowledge sharing can occur without our realization. Knowledge sharing behavior or knowledge transfer is actually has been occur at that time of communicating or talking with people. Even the employees having a cup of coffee at a coffee shop or talking about their work; some knowledge has been exchanged among them (Connelly & Kelloway, 2003). This behavior not only applies to the employees, this could be possible to the upper management as well. The employees and the employers should interact more in order to gain knowledge. When both employees and employers communicate, it indirectly reduces the status differentials. This reducing nature of status differential



may encourage social interaction among them which may increase the knowledge sharing (Connelly & Kelloway, 2003). Employees will not share their knowledge among all groups of the members if the organization is constrained by hierarchies and status differentiations among them (Connelly & Kelloway 2003). Thus, many organizations encourage motivating their employees to interact more among them by providing rest rooms or provide food or drinks for them.

## **2.6 Trust**

Trust is the most effective and least costly method that can encourage people to share their knowledge (Dyer & Singh, 1998). Many people are willing to share their knowledge with others if they feel that the person is honest and can be trusted (Sharratt & Usoro, 2003). This has become a tool to motivate people to share knowledge. According to Sharratt and Usoro (2003), when one views a community as upholding trustworthy values such as mutual reciprocity, honesty, reliability and commitment, there is likely to be greater degree of motivation to participate and share one's knowledge. Thus it concludes that high level of interpersonal trust correlate with high levels or willingness to knowledge sharing (Kalantzis & Cope, 2003).

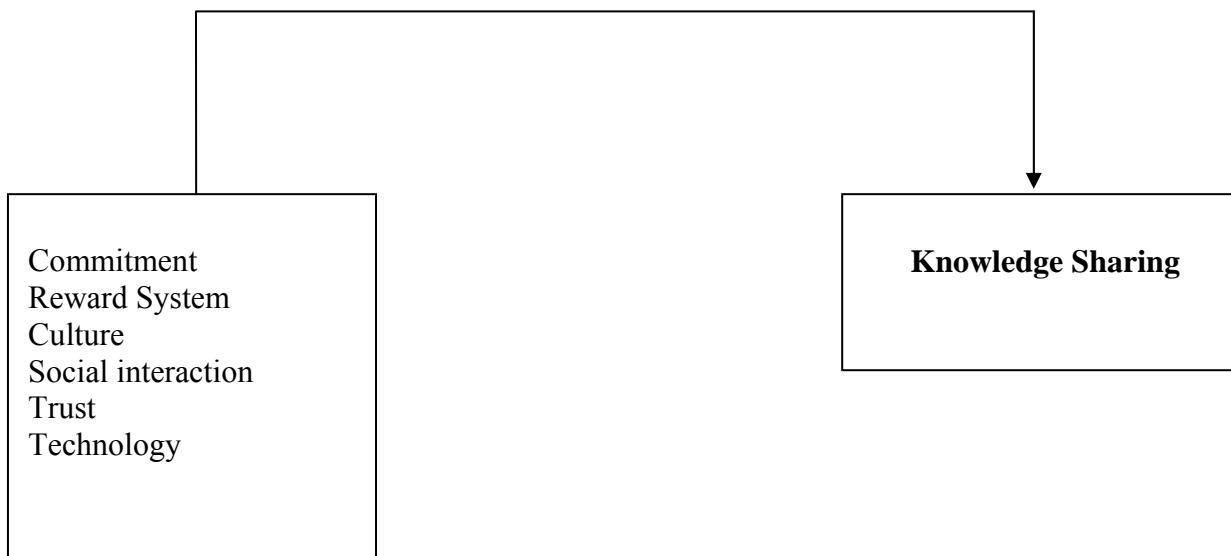
## **2.7 Technology**

Many organizations increase the knowledge sharing behavior among the employees by introducing and using technology (Yaacob & Hassan, 2005). The organizations create or acquire database or "knowledge repository" where the employees can contribute their expertise in a way that can be accessed by other employees as well (Ruggles, 1998). Through technology, employees not only can share their knowledge internally but they can share even across a wide geographical separation (Connelly & Kelloway, 2003).

Knowledge sharing technology may provide a visible symbol of management's support for the knowledge sharing (Connelly & Kelloway, 2003). Technology makes people easily to access and more willing to share their knowledge because it suits for those who are shy or very busy and prefer to avoid face to face interaction (Connelly & Kelloway, 2003). The measures for facilitating tools and technology were adapted from the Knowledge Management Questionnaire developed by Teng and Song of Information Systems Department at University of Texas at Arlington. Teng and Song's scale for tools and technology was derived from DeLone and McLean's (2003) study.

### **3.0 Development of Conceptual Framework**

The researcher has constructed the conceptual frame work based on the theoretical support from the literature review segment. The conceptual frame work is being developed in order to examine the factors that would possibly affect the knowledge sharing behavior. The figure shows the relationship between the dependent variable and independent variable. Essentially, conceptual frame work is the main foundation on which the entire research is based on.



**Figure: 1.**

#### **Framework of Research Variables and their relationships**

Following the development of conceptual framework, specific research questions and hypothesis were established to address directly to the research problem. In the following section the hypothesis and the research questions are being stated.

#### **4.0 Research Questions**

1. Is there any significant relationship between commitment and knowledge sharing in perspective of Grameen Phone Customer Service?
2. Is there any significant relationship between reward system and knowledge sharing in perspective of Grameen Phone Customer Service?
3. Is there any significant relationship between culture and knowledge sharing in perspective of Grameen Phone Customer Service?
4. Is there any significant relationship between social interaction and knowledge sharing in perspective of Grameen Phone Customer Service?
5. Is there any significant relationship between trust and knowledge sharing in perspective of Grameen Phone Customer Service?
6. Is there any significant relationship between technology and knowledge sharing in perspective of Grameen Phone Customer Service?

#### **5.0 Hypothesis**

1. There is a significant relationship between commitment and knowledge sharing in perspective of Grameen Phone Customer Service.
2. There is a significant relationship between reward system and knowledge sharing in perspective of Grameen Phone Customer Service.
3. There is a significant relationship between culture and knowledge sharing in perspective of Grameen Phone Customer Service.
4. There is a significant relationship between social interaction and knowledge sharing in perspective of Grameen Phone Customer Service.
5. There is a significant relationship between trust and knowledge sharing in perspective of Grameen Phone Customer Service.
6. There is a significant relationship between technology and knowledge sharing in perspective of Grameen Phone Customer Service.

## **6.0 Methodology**

### ***6.1 Research Design***

To obtain the result to the identified research questions and to test its hypothesis a relational research design has been selected for this study. The graphical presentation of the conceptual framework depicted the pattern and structure of the relationships among the variables that are being measured. The purpose of the study was to measure the correlation among the variables.

The present study will investigate the relationship among the parameters such as: commitment, reward system, culture, social interaction, trust, technology and knowledge sharing, in perspective of GrameenPhone Customer Service. Here commitment, reward system, culture, social interaction, trusts, technology is being considered as independent variable and knowledge sharing is considered as dependent variable. This research will use a correlational study to establish the existence of the relationships between the measured variables. In this research, the researchers only want to identify whether any relationships exists between these measured variables or not. Correlational study provides a measure of degree between two more variables. Therefore, the present study will be characterized as a correlational study.

### ***6.2 Research Approach***

To analyze this research problem, the researcher has gathered information from the employees of GrameenPhone Customer service department who are working for this telecommunication company for at least one year. All the participants were being notified by the researcher explaining the context of the research focus. All participations were voluntary. If the participants wanted to withdraw, they were free to do so at any time without providing any reason.

### ***6.3 Sampling Method***

The sample of this research is formed by the employees of GrameenPhone Customer service department who are working in this telecommunication company for last 1 year. The researcher used a convenience sampling method to collect data from the sample of this research. Malhotra (2003) categorize the convenience method a non probability sampling technique.

The convenience sample for this study is considered as the employees of GrameenPhone Customer service who are working within the particular organization for at least one year. The source to fill

this sample was the contract center of GrammenPhone Customer Service, the research was held with employees were both working at GP House and NNT contract center which is situated in Dhaka. The sample size was 80 in this case. In the previous research the survey was conducted with a sample size of 500. In this research, the researcher used the sample size of 80 due to the time limitation

#### 6.4 Survey instrument

In order to collect the data the researcher has used questionnaire method as this method was very much precise for this study. The reasons are given as follows:

The respondents can fill up the questionnaire without any hesitation.

The sample size was **80** for this study so it not possible to make a personal interview with large number of sample size since the time was very much limited for this study.

The researcher has seen that most of the previous research was conducted with large sample size. Internet survey was not possible for this study, but the previous research was conducted by applying internet survey with the sample size of **500**. The previous survey was formulated to obtain feedback from the employees of SMEs in Malaysia, assessing the knowledge sharing behavior

A structured questionnaire was used in order to collect the data from the respondents. The questionnaires were divided in to seven sections. The first section consist of questions about commitment, second section consist of questions about reward system, third section consist of questions about culture, fourth section consist of questions about social interaction, fifth section consist of questions about trust, sixth section about technology and the last section consist of questions on knowledge sharing. All the questions were regarding knowledge sharing among the employees of GrameenPhone Customer service. The questionnaires basically had seven sections which were related with commitment, reward system, culture, social interaction, trust, technology and knowledge sharing.

The questionnaire was operationalised using the literatures on knowledge sharing behavior (Scarborough & Carter, 2000; Hislop, 2002; Kugel & Schostek, 2004; Palardy, 1994; Mullins, 2002; Grumbley, 1998; Matusik & Hill 1998; Trussler, 1998; Tuggle and Shaw, 2000; Connelly & Kelloway, 2003; Dyer & Singh, 1998; Connelly & Kelloway, 2003).

Commitment was measured by using three items (Question1-3) and has reported the reliability of these items is 0.842

Reward system was measured by using three items (Question 4-6) and has reported the reliability of these items is 0.703

Culture was measured by using three items (Question7-9) and has reported the reliability of these items is 0.584.

Social interaction was measured by using two items (Question10-11) and has reported the reliability of these items is 0.751.

Trust was measured by using three items (Questions 12-14) and has reported the reliability of these three items is 0.607.

Technology was measured by using three items (Question 15-17) and has reported a reliability of these three items is 0.691.

Knowledge Sharing was measured using three items (question 18-20) and has reported a reliability of these three items 0.880.

### **6.5 Data Collection Procedure**

The present research is a unique one for GrameenPhones' Customer Service, Contact Center as this the first empirical study. As a result, the researcher will require primary data to investigate the research questions and to collect data from the primary sources, the researcher will use questionnaire survey method. Questions measuring the factors influencing knowledge sharing behavior on a **Likert scale** ranging from **1= strongly agree to 5 = strongly disagree**. The secondary source was the research paper where the references were taken when executing the research.

### **6.6 Data Analyses Procedure**

The proposed study is a relational study. As a result after collecting the data a statistical tool is used by the researcher to illustrate the degree to which one variable is related to another variable. This statistical tool is known as correlation analysis. Here, the researcher used correlation analysis to assess the existence of relationship between the studied dependent and independent variables. The researcher also used regression to test the strength of association between the studied variables. Moreover the researcher has also calculated the mean and standard deviation of the studied variables. For this research a statistical tool was required in order to get the results of the analysis. The Statistical Package of Social Science version 12 was being used by the researcher which helped to proceed while preparing the research report.

## 7.0 Results

### 7.1 Reliability Coefficient and Descriptive Statistics

The reliability coefficients, means and standard deviations are all being constructed in the following table. The coefficient of alphas was found by applying the reliability procedure in **SPSS (version 12)**. The most highly recommended measure of internal consistency is provided by coefficient alpha or Cronbach's alpha (1951) as it provides good reliability in most situations. The value of alpha ranges from 0 - 1. **The nearer the value of alpha to 1, the better the reliability.**

For the early stages of any research, Nunnally (1978) suggested that the reliability of .50-.60 is sufficient, although a coefficient of 0.7 or above is desirable (Hair et al., 1998).

**Table 1**

*Reliability Coefficient and Descriptive Statistics of Commitment, Reward System, Culture, Social Interaction, Trust, Technology and Knowledge Sharing*

Scale	No of items	Alpha	Mean	SD
Commitment	3	.842	1.94	.711
Reward System	3	.703	2.20	.805
Culture	3	.584	2.85	.873
Social interaction	2	.751	3.41	1.093
Trust	3	.607	2.18	.677
Technology	3	.691	2.28	.957
Knowledge Sharing	3	.880	2.33	.880

**N=80**

Mean scores have been computed by equally weighting the mean scores of all the items. All the studied variables have measured on five-point-scales. The mean score of commitment (1.99; sd = .711) for GrameenPhone Customer Service indicates that employees have high level of commitment to the organization. The mean score of reward system (2.20; sd = .805) indicates that the employees of GrameenPhone Customer Service are associated with desirable reward system. The mean score of culture (2.85; sd = .873) for GrameenPhone Customer Service indicates that assurance of culture is very low. The mean score of social interaction (3.41; sd = 1.093) indicates the motivation for interacting with the employees is favorably high. The mean score of trust (2.18; sd = .677) indicates that employees' the trust associating with the organization is slightly satisfactory. The mean score of technology (2.28; sd= .957) indicates that the application of technology is slightly satisfactory.

Finally The mean score of knowledge sharing (2.33; sd= .880) indicates that the sharing of knowledge among employees is highly satisfied

## 7.2 Correlation Analysis

A Pearson's co relational analysis was applied on all variables to explore the relationship between the two variables. In interpreting the strength of relationships between variables there are some certain guidelines suggested by Rowntree (1981) were followed. His classification of the correlation coefficient (r) is as follows:

**Table 2**

0.0 to 0.2`	<b>Very weak, negligible</b>
0.2 to 0.4	<b>Weak , Low</b>
0.4 to 0.7	<b>Moderate</b>
0.7 to 0.9	<b>Strong, high, marked</b>
0.9 to 1.0	<b>Very strong , very high</b>

The **bivariate correlation** procedure was subject to a two tailed test of statistical significance at two different levels highly significant ( $p<.001$ ) and significant ( $p<.01$ ) or ( $p<.05$ ). The results of the co relational analysis are shown in the table below

**Table 3**

*Correlation Matrix of commitment, reward System, Culture, social interaction, trust, technology and knowledge Sharing.*

	CO	REW	CUL	SOC	TRU	TECH	KNW
Commitment		<b>.819**</b>	<b>.514**</b>	<b>.016</b>	<b>.613**</b>	<b>.507**</b>	<b>.516**</b>
Reward System			<b>.735**</b>	<b>.430**</b>	<b>.836**</b>	<b>.735**</b>	<b>.712**</b>
Culture				<b>.426**</b>	<b>.579**</b>	<b>.705**</b>	<b>.841**</b>
Social Interaction					<b>.530**</b>	<b>.552**</b>	<b>.376**</b>
Trust						<b>.367**</b>	<b>.310**</b>
Technology							<b>.840**</b>

Note: \*\* $p<.01$



The result and the summarization of correlation analysis for all variables are shown in the above table. It judges the correlations among commitment, reward system, culture, social interaction, trust, technology and knowledge sharing in perspective of GrameenPhone Customer Service.

In perspective of GrameenPhone Customer service, commitment and knowledge sharing ( $r=.516$ ) are moderately related and their relationship is positive and statistically significant. Reward and knowledge sharing ( $r=.712$ ) are strongly correlated and their relationship is positive and statistically significant. Culture and knowledge sharing ( $r=.841$ ) are strongly correlated and their relationship is positive and statistically significant. Social culture and Knowledge sharing ( $r=.376$ ) are weakly correlated and their relationship is relationship is positive and statistically significant. Trust and Knowledge sharing ( $r=.310$ ) are weakly correlated and their relationship is relationship is positive and statistically significant. Technology and Knowledge sharing ( $r=.840$ ) are very strongly correlated and their relationship is relationship is positive and statistically significant.

## **8.0 Assessment of the research hypothesis and findings:**

### ***Hypothesis 1***

***8.1 There is a significant relationship between commitment and knowledge sharing in perspective of Grameen Phone Customer Service.***

The result of the correlation analysis signifies that the commitment ( $r=.516$ ) is having a moderate relationship with the knowledge sharing in perspective of Grammen phone Customer Service department and their relation is statistically significant. Thus, the result of correlation analysis supports the hypothesis.

### ***Hypothesis 2***

***8.2 There is a significant relationship between reward system and knowledge sharing in perspective of Grameen Phone Customer Service.***

The result of the correlation analysis signifies that the reward system ( $r=.712$ ) is having a strong correlation relationship with the knowledge sharing in perspective of Grammen phone Customer Service department and their relation is positive and statistically significant. Thus, the result of correlation analysis supports the hypothesis.

***Hypothesis 3***

***8.3 There is a significant relationship between culture and knowledge sharing in perspective of Grammen Phone Customer Service.***

The result of the correlation analysis signifies that the culture ( $r=.841$ ) is having a strong correlation relationship with the knowledge sharing in perspective of Grammen phone Customer Service department and their relation is positive and statistically significant. Thus, the result of correlation analysis supports the hypothesis.

***Hypothesis 4***

***8.4. There is a significant relationship between social interaction and knowledge sharing in perspective of Grameen Phone Customer Service.***

The result of the correlation analysis signifies that the social interaction ( $r=.376$ ) is having a weak relationship with the knowledge sharing in perspective of Grammen phone Customer Service department and their relation is positive and statistically significant. Thus, the result of correlation analysis supports.

***Hypothesis 5***

***8.5 There is a significant relationship between trust and knowledge sharing in perspective of Grameen Phone Customer Service.***

The result of the correlation analysis signifies that the trust ( $r=.310$ ) is having a weak relationship with the knowledge sharing in perspective of Grammen phone Customer Service department and their relation is statistically significant. Thus, the result of correlation analysis supports the hypothesis.

***Hypothesis 6***

***8.6. There is a significant relationship between technology and knowledge sharing in perspective of Grameen Phone Customer Service.***

The result of the correlation analysis signifies that the technology ( $r=.841$ ) is having a very strong correlation relationship with the knowledge sharing in perspective of Grammen phone Customer Service department and their relation is positive and statistically significant. Thus, the result of correlation analysis supports the hypothesis.

## 9.0 Discussion and Recommendation

The research was done under the conceptual framework which was based on the previous study. According to the correlation analysis reward system, culture and technology are the positively strongly correlated with the knowledge sharing behavior and is also even a positive significant element. From the study it is being also observed that the trust and social interaction are weakly correlated with the knowledge sharing behavior. So for this reason the higher authority should take an initiative to develop trust and increase social interaction level so that sharing of knowledge is evenly transformed among the employees. When one views a community as upholding trustworthy values such as mutual reciprocity, honesty, reliability and commitment, there is likely to be greater degree of motivation to participate and share one's knowledge. Thus it concludes that high level of interpersonal trust correlate with high levels or willingness to knowledge sharing. Moreover reducing nature of status differential may encourage social interaction among them which may increase the knowledge sharing. Employees will not share their knowledge among all groups of the members if the organization is constrained by hierarchies and status differentiations among them Thus, many organizations encourage motivating their employees to interact more among them by providing rest rooms or provide food or drinks for them. From the analysis it also has been found that the level of commitment should also be high for translating the knowledge. In the previous research trust, reward system, culture and technology is influencing knowledge sharing behavior in the firms.

## 10.0 Conclusion

Although GrameenPhone is dominating the market of mobile telecommunication industry in Bangladesh with the major market shares, there are constant threats from the national and international competitors. Knowledge sharing among employees has been proved beneficial for the company. So more emphasize should be given to develop more and techniques, software and knowledge sharing pattern which will not only enhance the knowledge of the employees but also lead them to the successful stage. Knowledge sharing among the employees of Grammenphone Customer Service department has many opportunities to become the most revenue generating source for the company. So all this knowledge sharing activities of call center operator (CCO) should be closely monitored and improved in such a way that it will lead to the ultimate goal of Grameenphone's customer service: ***“To be the best in Class Customer service in Asia to gain competitive advantage for GrameenPhone in the Market Place”***.

## REFERENCES

- Bogdanowicz, M. &. (2002). The value of knowledge and the values of the new knowledge worker:. *Journal of European Industrial Training* , 26(2), 125-9.
- Cheng, M. (2002). Socialising knowledge management: The influence of the opinion leader,. *Journal of Knowledge* , 3(3).
- Chow, C. D. (2000). The openness of knowledge sharing within organizations:A comparative study in the United States and the People's Republic of China,. *Journal of Management Accounting Research* , 65-96.
- Connelly, C. &. (2003). Predictors of employees' perceptions of knowledge sharing cultures,. *Leadership & Organization Development Journal* , 294-301.
- Dyer, J. &. (1998). The relational view: Cooperative strategy and sources of interorganizational competitive advantage. *Academy of Management Review* , 23, 660-79.
- Flaherty, J. (2000). 'Perk du jour: A loaded company kitchen',. *The Globe and Mail, Toronto*.
- Grumbley, H. (1998). Knowledge management,. *Work Study* , 47(5), 175 – 177.
- Hariharan, A. &. (2005). Critical success factors for knowledge management,. *Knowledge Management Review* , 8(2), 16-19.
- Hislop, D. (21 March , 2008). Managing knowledge and the problem of commitment,. *The Third European Conference on Organisational Knowledge, Learning, and Capabilities, Astir Palace, Athens* , Available:<http://www.dcs.napier.ac.uk/~hazelh/esis/hazel2.pdf>.
- Mason, D. &. P. (2003). Perceptions of knowledge management: A qualitative analysis. *Journal of Knowledge Management* , 7(4), 38-48.
- Matusik, F. &. (1998). The utilization of contingent work. *knowledge creation, and competitive advantage The Academy of Management Review* , 23(4), 680-97.
- McDermott, R. &. (2001). Overcoming cultural barriers to sharing knowledge. *Journal of Knowledge Management* , 5(1), 76-85.
- Moore, G. a. (1991). Development of an instrument to measure the perceptions of adopting information technology innovation. *Information Systems* , 2(3), 192-222.
- Nunnally, J. C. (1978 ). Psychometric theory. *Psychometrics* , p. 678-685. .
- O'Dell, C. &. (1998). If only we knew what we know: Identification and transfer of internal best practices. *California Management Review* , 40(3), 154-174..
- Palardy, M. (1994). Principles of Learning: a review. *Journal of Instructional Psychology* , 21(4), 308-312.

Sharratt, M. &. (2003). Understanding Knowledge-Sharing in Online Communities of Practice,. *Electronic Journal on Knowledge Management* , 187-196.

Stenmark, D. (2003). Knowledge creation and the web: Factors indicating why some intranets succeed where others fail,. *Knowledge and Process Management* , 10(3), 207-216.

Yaacob. H.R.A, &. H. (2005). Creating a knowledge sharing culture in organizations in Malaysia,. *International Conference on Knowledge Management* , Available:<http://ickm.upm.edu.my/schedule.html>.

## **APPENDIX 1**

### **OVERVIEW OF GRAMMEN PHONE LTD IN BANGLADESH**

GrameenPhone Ltd., the largest telecommunications service provider in Bangladesh, received its operating license in November 1996 and started its service from March 26, 1997, the Independence Day of Bangladesh. Now, after 12 years of successful operations, GrameenPhone (GP) is the largest mobile phone service provider in Bangladesh, with more than 22.30 million subscribers as of October 2009. GrameenPhone provides services to rural and urban customers across Bangladesh, where mobile telephone is acknowledged as a significant driver of socio-economic development, both for individuals and the nation.

Currently, there are about 51.40 million telephone users in the country, of which, a little over one million are fixed-phone users and the rest mobile phone subscribers.

Starting its operations from back in March 1997, Grameenphone has come a long way in its journey in the telecommunication market of Bangladesh. It is a joint venture enterprise between Telenor (62%), the largest telecommunications service provider in Norway with mobile phone operations in 12 other countries, and Grameen Telecom Corporation (38%), a non-profit sister concern of internationally acclaimed micro-credit pioneer Grameen Bank. Over the years, Grameenphone has always leads the way in introducing new products and services in the local market. GP was the first company to introduce GSM technology in Bangladesh when it launched its services in March 1997. The technological know-how and managerial expertise of Telenor has been instrumental in setting up such an international standard mobile phone operation in Bangladesh. Being one of the pioneers in developing the GSM service in Europe, Telenor has also helped to transfer this knowledge to the local employees over the years.

The company has so far invested more than BDT 14,500 crore to build the network infrastructure since its inception in 1997. It has invested over BDT 3,100 crore (USD 450 million) during the first three quarters of 2007 while BDT 2,100 crore (USD 310 million) was invested in 2006 alone.

Grameenphone is also one the largest taxpayers in the country, having contributed nearly BDT 7000 crore in direct and indirect taxes to the Government Exchequer over the years. Of this amount, over BDT 2000 crore was paid in 2006 alone.

Since its inception in March 1997, Grameenphone has built the largest cellular network in the country with over 10,000 base stations in more than 5700 locations. Presently, nearly 98 percent of the country's population is within the coverage area of the Grameenphone network.

Grameenphone was also the first operator to introduce the pre-paid service in September 1999. It established the first 24-hour Call Center, introduced value-added services such as VMS, SMS, fax and data transmission services, international roaming service, WAP, SMS-based push-pull services, EDGE, personal ring back tone and many other products and services.

The entire Grameenphone network is also EDGE/GPRS enabled, allowing access to high-speed Internet and data services from anywhere within the coverage area. There are currently nearly 3 million EDGE/GPRS users in the Grameenphone network.

Grameenphone nearly doubled its subscriber base during the initial years while the growth was much faster during the later years. It ended the inaugural year with 18,000 customers, 30,000 by the end of 1998, 60,000 in 1999, 193,000 in 2000, 471,000 in 2001, 775,000 in 2002, 1.16 million in 2003, 2.4 million in 2004, 5.5 million in 2005, 11.3 million in 2006, and it ended 2007 with 16.5 million customers.

From the very beginning, Grameenphone has emphasized on providing good after-sales services. In recent years, the focus has been to provide after-sales within a short distance from where the customers live. There are now more than 600 GP Service Desks across the country covering nearly all upozilas of 61 districts. In addition, there are 72 Grameenphone Centers in all the divisional cities and they remain open from 10am-7pm 365 days a year. GP has generated direct and indirect employment for a large number of people over the years. The company presently has more than 5,000 full and temporary employees. Another 100,000 people are directly dependent on Grameenphone for their livelihood, working for the Grameenphone dealers, retailers, scratch card outlets, suppliers, vendors, contractors and others.

In addition, the Village Phone Program, also started in 1997, provides a good income-earning opportunity to more than 210,000 mostly women Village Phone operators living in rural areas. The Village Phone Program is a unique initiative to provide universal access to telecommunications service in remote, rural areas. Administered by Grameen Telecom Corporation, it enables rural people who normally cannot afford to own a telephone to avail the service while providing the VP operators an opportunity to earn a living.

The Village Phone initiative was given the "GSM in the Community" award at the global GSM Congress held in Cannes, France in February 2000. Grameenphone was also adjudged the Best Joint Venture Enterprise of the Year at the Bangladesh Business Awards in 2002. Grameenphone was presented with the GSM Association's Global Mobile Award for 'Best use of Mobile for Social and

Economic Development' at the 3GSM World Congress held in Singapore, in October 2006, for its Community Information Center (CIC) project, and for its Health Line Service project at the 3GSM World Congress held in Barcelona, Spain, in February 2007.

Grameenphone considers its employees to be one of its most important assets. GP has an extensive employee benefit scheme in place including Gratuity, Provident Fund, Group Insurance, Family Health Insurance, Transportation Facility, Day Care Centre, Children's Education Support, Higher Education Support for employees, in-house medical support and other initiatives.

### **Company Background**

The idea of providing wider mobile phone access to rural areas was originally conceived by Iqbal Quadir, who is currently the founder and director of the Legatum Center for Development and Entrepreneurship at MIT. He was inspired by the Grameen Bank micro credit model and envisioned a business model where a cell phone can serve as a source of income. After leaving his job as an investment banker in the United States, Quadir traveled back to Bangladesh, after meeting and successfully raising money from New York based investor and philanthropist Joshua Mailman, and worked for three years gaining support from various organizations including Nobel Peace Prize laureate Muhammad Yunus of Grameen Bank and the Norwegian telephone company, Telenor. He was finally successful in forming a consortium with Telenor and Grameen Bank to establish GrameenPhone. Quadir remained a shareholder of GrameenPhone till 2004.

GrameenPhone received a license for cellular phone operation in Bangladesh from the Ministry of Posts and Telecommunications on November 28, 1996 and started its operations on March 26, 1997, the Independence Day in Bangladesh.

GrameenPhone Ltd. has stepped into its 13th year of operation, having completed its twelfth year on March 26, 2009. It is the leading telecommunications service provider in the country with more than 22.30 million subscribers as of October 2009. GrameenPhone has been recognized for building a quality network with the widest coverage across the country while offering innovative products and services and committed after-sales service.

#### **The History of GrameenPhone at a Glance:**

**November 28, 1996:** GrameenPhone Ltd. was offered a cellular license in Bangladesh by the Ministry of Posts and Telecommunications.

**March 26, 1997:** GrameenPhone launched its service on the Independence Day of Bangladesh.



**June 1998:** GrameenPhone started its services in the port city of Chittagong, the second largest city in the country. Cell to cell coverage in the Dhaka-Chittagong corridor also enabled GP to introduce its service in a number of other districts along the way.

**1999:** GrameenPhone started its service in the industrial city of Khulna. Once again, a number of other districts came under coverage of GrameenPhone because of the cell to cell coverage between Dhaka and Khulna.

**2000:** GrameenPhone started its services in Sylhet, Barisal and Rajshahi, bringing all six divisional headquarters under the coverage of its network. The service in Barisal region was started after the microwave link between Khulna and Chittagong was completed.

**August 2003:** After six years of operation, GrameenPhone has more than one million subscribers.

**November 2005:** GrameenPhone continues to being the largest telecommunication operator of Bangladesh with more than 5 million subscribers.

**November 2006:** GrameenPhone crosses the 10 million subscriber mark.

**September 2007:** GrameenPhone marks 15 million subscribers.

**June 2008:** GP has reached the milestone of 20 million subscribers and remained as the largest telecommunication service provider in the country.


**November 2009:** Listed as a limited company in the securities and stock market of Bangladesh and started trading its share.

### **Mission:**

“We will lead the industry and exceed customer expectations by providing the best wireless services, making life and business easier”.

**Vision:** "WE ARE HERE TO HELP"


### **Values of GrameenPhone:**

 **Make It Easy:** We're practical. We don't over complicate things. Everything we produce should be easy to understand and use. No waste. No jargon. Because we must never forget we're trying to make customers' lives easier.

For our customers, making it easy will be addressing some very fundamental customer needs. They need simplicity. They want solutions and services that are easy to buy, easy to use and are built to meet their needs. They expect solutions and services that work well and as they should.

For Telenor employees everywhere, this means the following... No jargon, be direct and be simple. Show transparency. Push for simplicity in tools and in logistics. Share best practices. Adopt clearly defined roles and responsibilities.


For our shareholders, this will mean cost efficiency and return on investment, as well as a move away from tactical investments to an increased focus on long-term strategy.

 **Keep Promises:** Everything we set out to do should work and meet the needs of stakeholders, or if it doesn't we need to be there to help. We're about delivery - fulfilling expectations. We don't over commit - we're about actions not words.

For our customers, this will mean they can build trust in us. The solution or service works - if not, we are there to make it work. They need us to deliver on time, to expected levels of quality, and at a fair price. They need us to be strong on action, not on fine words!


For employees everywhere, this means... We follow through. We never launch something new before it works as it should work. We arrive on time and we deliver on time. We commit to concrete, realistic promises to our customers - and deliver on our promises.

For our shareholders, this will mean that we lead the industry in customer satisfaction, and win industry recognition for follow-through and delivering on our promise.

 **Be Inspiring:** We are creative. We strive to bring energy to the things we do. Everything we produce should look good, modern and fresh. We are passionate about our business and customers. For our customers, this will mean they will want to engage with us, will appreciate our innovative and modern approach, will appreciate our future-proofed solutions and services, and will acknowledge our category leadership.

For Telenor employees everywhere, this means... that we live up to the challenge every day and inspire our colleagues and customers to walk the walk! We must call for creativity at every level, show care, energy and passion. We must be fresh and direct, and demonstrate a can-do attitude.

For our shareholders, this means leadership in our focused category, and a business model that is sustainable into the future.

 **Be Respectful:** We acknowledge and respect local cultures. We do not impose a single formula worldwide. We want to be a part of local communities wherever we operate. We believe loyalty has to be earned.

For our customers... this will mean each of them can expect to be treated like an individual. Each of them will feel valued, understood and listened to, and their needs acted upon.

For Telenor employees everywhere... this means we sign up to using customer feedback as a means to improve. We value the individual and diversity, and we act as a team. Our behaviors are infused

with honesty and strong ethics. For our shareholders... this will mean they can count on clear codes of conduct across our organization.

## APPENDIX 2

### Reliability

#### Warnings

The space saver method is used. That is, the covariance matrix is not calculated or used in the analysis.

#### Case Processing Summary

		N	%
Cases	Valid	80	100.0
	Excluded <sup>a</sup>	0	.0
	Total	80	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.842	3

#### Reliability Statistics

Cronbach's Alpha	N of Items
.703	3

#### Reliability Statistics

Cronbach's Alpha	N of Items
.584	3

**Reliability Statistics**

Cronbach's Alpha	N of Items
.751	2

**Reliability Statistics**

Cronbach's Alpha	N of Items
.607	3

**Reliability Statistics**

Cronbach's Alpha	N of Items
.691	3

**Reliability Statistics**

Cronbach's Alpha	N of Items
.880	3

**Descriptives**

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
CO	80	1.00	5.00	1.9375	.71175
REW	80	1.00	5.00	2.2083	.80500
CUL	80	1.00	4.67	2.8500	.87294
SOC	80	1.00	5.00	3.4125	1.09306
TRU	80	1.00	5.00	2.1833	.67693
TECH	80	1.00	5.00	2.2750	.95728
KNW	80	1.00	5.00	2.3292	.88031
Valid N (listwise)	80				

**Correlations**

		CO	REW	CUL	SOC	TRU	TECH	KNW
<b>CO</b>	<b>Pearson Correlation</b>	<b>1</b>	<b>.819(**)</b>	<b>.514(**)</b>	<b>.016</b>	<b>.613(**)</b>	<b>.507(**)</b>	<b>.516(**)</b>
	<b>Sig. (2-tailed)</b>	<b>.</b>	<b>.000</b>	<b>.000</b>	<b>.876</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
	<b>N</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>REW</b>	<b>Pearson Correlation</b>	<b>.819(**)</b>	<b>1</b>	<b>.735(**)</b>	<b>.430(**)</b>	<b>.836(**)</b>	<b>.735(**)</b>	<b>.712(**)</b>
	<b>Sig. (2-tailed)</b>	<b>.000</b>	<b>.</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
	<b>N</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>CUL</b>	<b>Pearson Correlation</b>	<b>.514(**)</b>	<b>.735(**)</b>	<b>1</b>	<b>.426(**)</b>	<b>.579(**)</b>	<b>.705(**)</b>	<b>.841(**)</b>
	<b>Sig. (2-tailed)</b>	<b>.000</b>	<b>.000</b>	<b>.</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
	<b>N</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>SOC</b>	<b>Pearson Correlation</b>	<b>.016</b>	<b>.430(**)</b>	<b>.426(**)</b>	<b>1</b>	<b>.530(**)</b>	<b>.552(**)</b>	<b>.376(**)</b>
	<b>Sig. (2-tailed)</b>	<b>.876</b>	<b>.000</b>	<b>.000</b>	<b>.</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
	<b>N</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>TRU</b>	<b>Pearson Correlation</b>	<b>.613(**)</b>	<b>.836(**)</b>	<b>.579(**)</b>	<b>.530(**)</b>	<b>1</b>	<b>.367(**)</b>	<b>.310(**)</b>
	<b>Sig. (2-tailed)</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>	<b>.</b>	<b>.000</b>	<b>.002</b>
	<b>N</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>TECH</b>	<b>Pearson Correlation</b>	<b>.507(**)</b>	<b>.735(**)</b>	<b>.705(**)</b>	<b>.552(**)</b>	<b>.367(**)</b>	<b>1</b>	<b>.940(**)</b>
	<b>Sig. (2-tailed)</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>	<b>.</b>	<b>.000</b>
	<b>N</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>KNW</b>	<b>Pearson Correlation</b>	<b>.516(**)</b>	<b>.712(**)</b>	<b>.841(**)</b>	<b>.376(**)</b>	<b>.310(**)</b>	<b>.940(**)</b>	<b>1</b>
	<b>Sig. (2-tailed)</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>	<b>.002</b>	<b>.000</b>	<b>.</b>
	<b>N</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

**\*\* Correlation is significant at the 0.01 level (2-tailed).**

## **APPENDIX 3**

### **Survey Questionnaires**

For Each Statement, please put a tick mark (√), which best describes how strongly you agree or disagree with each statement. (1= Strongly Agree, 2 = Agree, 3=Indifferent, 4 = Disagree Disagree, 5 = Strongly Disagree)

Sl No	Questions	1	2	3	4	5
1	I take pride by sharing knowledge with my colleges					
2	I put extra effort to sharing knowledge in order to make the department succeed					
3	I am really concerned about how this department is doing					
4	I will receive monetary rewards in return of my knowledge sharing with my co-workers					
5	I will receive additional points for promotion in return of my knowledge sharing with my co-worker					
6	I will enjoy security in return of my knowledge sharing with my colleagues					
7	Sharing knowledge with opposite gender might be viewed negatively in our national culture					
8	I find it difficult to engage in knowledge sharing with other members of the organization with opposite gender					
9	Our organization culture ensures friendly environment, which in turn makes the knowledge sharing easier.					
10	The employees exchange the knowledge at coffee shops					
11	Our organization encourage to share knowledge by providing rest rooms or provides food or drinks for them					
12	My supervisor doesn't show favoritism to anyone					
13	I am trust my superior evaluation to be good					
14	Objectives that are given to me are responsible					
15	I use e-mail to share knowledge with my co-workers					
16	In our organization, it is easy to use tools and technology to share knowledge					
17	I hesitate to use tools and technology to share knowledge for fear of making mistakes					
18	My knowledge sharing would improve work process in the organization					
19	My knowledge sharing would increase productivity in organization					
20	My knowledge sharing would create new business opportunities for the organization					



