

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

THE EFFECT OF KNOWLEDGE SHARING ON
ORGANIZATIONAL PERFORMANCE OF AUNG YADANA
HOSPITAL, YANGON

WAI PHYO LIN

EMBA II-33

EMBA 17th BATCH

MARCH, 2022

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Academic Year (2018 - 2022)

Supervised By:

Dr. Su Hlaing Oo
Associate Professor
Department of Management Studies
Yangon University of Economics

Submitted By:

Wai Phyo Lin
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**THE EFFECT OF KNOWLEDGE SHARING ON
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A thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

Supervised By:

Dr. Su Hlaing Oo
Associate Professor
Department of Management Studies
Yangon University of Economics

Submitted By:

Wai Phyo Lin
EMBA II-33
EMBA 17th Batch
2018-2022

ACCEPTANCE

This is to certify that the thesis prepared by Wai Phyo Lin, entitled “**The Effect of Knowledge Sharing on Organizational Performance of Aung Yadana Hospital, Yangon**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA).

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.....

(Chairman)

Dr. TinTin Htwe

Rector

Yangon University of Economics

.....

(Supervisor)

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(Examiner)

.....

(Examiner)

.....

(Examiner)

MARCH, 2022

ABSTRACT

This study aims to analyze the effect of knowledge sharing on organizational performance of Aung Yadana Hospital. The specific objectives of the study are to analyze the factors influencing on knowledge sharing and to analyze the effect of knowledge sharing on organizational performance of Aung Yadana Hospital. To reach the objectives, the primary data for this study are collected from 200 respondents who are working in Aung Yadana Hospital by using the structured questionnaires. The results reveal that individual factor of knowledge sharing is the most influencing factor among three factors. Moreover, individual factor and organizational factor have significant positive effect on knowledge sharing. Therefore, Organizations should confront factors that hinders the knowledge sharing activities and also create a better knowledge sharing environment. Furthermore, knowledge sharing has significant positive effect on organizational performance. Organization needs to have a quality health care service, knowledge sharing among health care professionals is important because medical knowledge is dynamic by its nature.

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CHAPTER 1

INTRODUCTION

Today's global corporate climate, competitive rivalry, and rapid technological advances have forced many firms to adapt to a dynamic and flexible working environment. For this reason, businesses must stand out via creativity, innovation in their outputs, strategy design and implementation, and operations. Strong rivalry from competitors, rapid technology innovation, and changing customer needs all put pressure on businesses to be innovative in order to stay competitive (Black & Synan, 1997). As a result, generating and transferring knowledge has become a critical part of an organization's success in gaining a competitive advantage (Ng & Feldman, 2008). In order to get a competitive advantage in business, information sharing offers chances for a company to boost its efficiency and gain that competitive advantage (Reid et al., 2003).

Global competitiveness is increasing in every industry these days, and society is becoming more knowledge-based. As a result, businesses that can recognize, value, generate, and evolve their knowledge assets are more likely to succeed than those that can't. Knowledge is a valuable resource in today's business, especially because it is difficult to duplicate by competitors. Any firm may effectively develop information sharing culture by including knowledge in its strategic formulation, although it can also be promoted by top management encouraging, altering the mindset, and motivating its people to share knowledge (Connelly & Kelloway, 2003). Knowledge sharing has also been shown in previous research studies to be an important component in improving an organization's innovative skills and performance (Scarborough, 2003).

Employees exchange ideas, information, skills, capacities, and competency with their colleagues, group members, and the wider company in the form of knowledge sharing. It contains a common culture that entertains employees by allowing them access to related knowledge and allowing them to utilize that knowledge to solve problems and increase efficiency (Hoegl et al., 2003). Knowledge sharing refers to employees exchanging their organization's knowledge, skills, expertise, and information with one another. Individual knowledge sharing can take place between two employees, where they can pool their skills, knowledge, and expertise to solve problems and assist each other in completing tasks more

quickly and efficiently. It may also be done amongst group members, where one group member's knowledge, skills, and talents can assist other group members in doing well, hence increasing the group's total efficiency and production. Information sharing at the organizational level entails obtaining, organizing, changing, and reusing knowledge, as well as making it available to others in the company.

Exchanging or sharing task-relevant ideas, information, and suggestions, as well as the habit of distributing and transferring knowledge with other members of one's company, is known as knowledge sharing. The capacity to adapt, expand, and create new knowledge and innovation requires the availability of shared knowledge. Knowledge dissemination and transmission, as well as retrieval and reuse, are all important aspects of effective knowledge sharing. People are the most important factor in information exchange. This is due to the fact that most people's information is stored in their heads. The process of information sharing frequently begins at the individual level and progresses to the group and organizational levels. The exchange of working experiences, technical know-how, and individual insights amongst and among individuals is facilitated by such a process of sharing organizational knowledge. Knowledge sharing promotes organizational knowledge and improves individuals' capacity to do their tasks more effectively. The primary goal of sharing information within a group is to maximize the use of existing knowledge and increase group performance (Tushman, 1979).

The health care industry is increasingly becoming a knowledge-based community that depends critically knowledge sharing activities to improve the quality of care. Utilizing to manage medical information and health care knowledge to support the full spectrum of knowledge needs in the medical process has become an important issue for health professionals. Healthcare organizations should have the culture of knowledge sharing practices to make better use of the know-how, experiences and skills of their healthcare professionals. So, having a knowledge sharing culture enables the healthcare workers to implement their best practices and generate new ideas and better-quality healthcare service can be delivered. World Health Organization (WHO) defines knowledge management as “a set of principles, tools and practices that enable people to create knowledge, and to share, translate and apply what they know to create value and improve effectiveness” (Chai, 2009).

Organizational performance is a subjective perception of reality, which explains the multitude of critical reflection on the concept and its measuring instruments. At present, there are a variety of definitions attributed to the concept of organizational performance due to its subjective nature. Thus, the concept of organizational performance has gained increasing

attention in recent decades, is pervasive in almost all spheres of human activity. Moreover, organizational performance has always had a significant influence on the actions of companies (Crook et al., 2006). One of the concerns of this effect is the increase in the number and variety of means and methods to measure the performance accurately and, gradually establishing a vital research field for both companies and academics. Unluckily, there is no agreement in the literature on how to measure organizational performance, and the problem is multilevel (Lusthaus et al., 2002). Hence, both academic scholars and managers continuously examined performance.

Since health care industry is knowledge intensive, it deals with patients' lives and wellness. If the knowledge in this industry is not shared the benefit will be limited. There is clear understanding among the health care managers and practitioners about the transformation of health care industry towards knowledge-based industry. Healthcare organizations have recently realized that medical knowledge not only needs to be managed but also shared among professionals and patients. Inadequate knowledge sharing in healthcare organizations can lead to medical errors. Thus, knowledge sharing in healthcare industry may no longer be a "nice to have" process but changes into a "must have" one. Acknowledgement of the importance of knowledge sharing in healthcare organizations has resulted creating, sharing and using knowledge to improve the health care service quality and reduce cost (Ahmad & Daghfous, 2010).

1.1 Rationale of the Study

Healthcare is experiencing an exponential growth in the scientific understanding of diseases, treatments and care pathways. As a consequence, healthcare knowledge is in flux new healthcare knowledge is being generated at a rapid pace and its utilization can profoundly impact patient care and health outcomes. Although this growth of knowledge is not congruent with our ability to effectively disseminate, translate and apply current healthcare knowledge in clinical practice (Ahmad & Daghfous, 2010).

According to the Lin and Hsieh, "delivering safe and high-quality services to patients is highly dependent on sharing the following types of knowledge, i.e. medical knowledge, scientific knowledge, incident knowledge, and experience knowledge". Medical knowledge is defined as the required information for diagnosis and treatment. Scientific knowledge is about applying research findings in practice. Incident knowledge refers to learn from medical errors.

Finally, experience knowledge refers to experienced healthcare providers educate less experienced practitioners about the best practice procedures. Failure to share the above-mentioned knowledge can impact patient safety (Ahmad & Daghfous, 2010).

Thus, all these types of knowledge require special attention, in order to create an environment to improve the quality of healthcare services. Many healthcare organizations are facing lack of knowledge sharing due to absence of processes and framework for knowledge management. As a result, they face difficulties while acquiring the knowledge due to its rapid growth. One of the existing problems in healthcare knowledge management is lack of knowledge sharing culture; departments within healthcare have no such contact with each other where both can share their knowledge. This problem leads them towards the narrow vision of knowledge and as a consequence, it becomes difficult for healthcare organization to work as a group. This problem leads organization to the falling of efficiency and customer satisfaction (Cummings, 2003).

The quality of the work output is very important for knowledge-intensive tasks. High work quality means that the output of the task, for example a product, decision or proposal, is able to meet or exceed the expectations of the people who receive or use it. One clear example is in the management consulting industry, where customers demand analyses which are creative and tailor-made to their requirements. The high-quality work outputs should meet or exceeds their expectations. High-quality work outputs would produce useful by-products in the form of new knowledge that can be utilized in succeeding similar activities or tasks (Cummings, 2003).

Improvement of quality of work performed by employees is dependent on the quality of work inputs which can be the personal advice from highly-experienced colleagues. Colleagues who have experience in areas like calculation of real estate investment cost in real estate development business will help other employees to generate ideas and determine possible ways in formulating the viable solutions. These personal advices will help the team or other employees to develop customized and creative solutions for the customers because they can tailor made the advice as per the requirement of the customers (Cummings, 2003).

Knowledge occurs in various forms and that re-use and reproduction of it through production through teamwork generates many useful new ways of resolving problems, which eventually help in improving performance. The relationship between knowledge sharing and individual performance was examined and it was found out that knowledge sharing significantly affects the work performance of employees. Work performance of employees may

refer to the previous experiences of the employees. If the knowledge learned from the past experiences is shared amongst the employees, there is a very high possibility that the same mistakes will be avoided (Cabrera, 2002).

Knowledge sharing can help employees improve the quality of public services, and successful knowledge sharing needs institutional support and encouragement. One of the benefits of knowledge management systems where knowledge dissemination / sharing as one of the important processes is new or better way or working. Sharing and transferring the tacit knowledge have a significant role in the promotion of organizations innovation and the quality of employees, therefore the organization should implement incentive programs to encourage the sharing and transfer of tacit knowledge (Cabrera, 2002).

The health care industry is knowledge intensive industry, most of this knowledge resides in the heads of health care professionals. In healthcare organizations, medical decision depends mostly on experience and knowledge of health professionals. Thus, facilitating the interaction, integrating, sharing and making this knowledge available to healthcare professional will improve health care delivery and decision making (Cabrera, 2002).

Aung Yadana Hospital is in optimal size and mature service year for research. It has a good image among its patients because of the communication and medical service of staffs. Most of the staffs are young and active. Therefore, Aung Yadana Hospital has been chosen for the research and the aim of this research project is to analyze the factors influencing on knowledge sharing practices and to analyze the effect of knowledge sharing practices on organizational performance of Aung Yadana Hospital.

1.2 Objective of the Study

The objectives of the study are;

- 1) To analyze the factors influencing on knowledge sharing of Aung Yadana Hospital.
- 2) To analyze the effect of knowledge sharing on organizational performance of Aung Yadana Hospital.

1.3 Scope and Method of the Study

The research is conducted only on Aung Yadana Hospital so that the results are limited to conclude the health care industry. In this study, the effect of knowledge sharing practices on organizational performance of Aung Yadana Hospital is analyzed with conducting quantitative research. Therefore, only a small subset of factors, in terms of individual factors, organizational factors and technological factors are considered in knowledge sharing practices. The practices of knowledge sharing, other than knowledge sharing practices and organizational performance are not included in this study. This study mainly focuses on the employees at Aung Yadana Hospital in Myanmar. There are 400 full-time employees of both healthcare professionals (MO, Nurse and Technician) and non-healthcare professionals (Admin and Office Staffs).

The analytical research method is used in this study. It is a quantitative study where the structured questionnaire is given out to the respondents. Due to time constraint, the study will be conducted from January to March 2022. The sample size of this research is 200 respondents who are working in Aung Yadana Hospital. The samples are collected from a pool of 400 employee by using Yamane's Formula. Both primary data and secondary data are used in this research. The primary data is collected from 200 employees by conducting the survey. Yamane's Sampling Formula is used to calculate the sample size of this research with 95% confidence level. The data collection is carried out in February 2022. The questions are constructed in 5-point Likert Scales in the survey questionnaire. The secondary data is collected from websites, textbooks, journals, articles and other relevant sources.

1.4 Organization of the Study

This study is organized with five chapters. Chapter one consists of introduction, rationale, objectives, scope and method and the organization of the study. Chapter two includes the theoretical background of the practices of knowledge sharing and organizational performance. Chapter three presents the profile and knowledge sharing practices of Aung Yadana Hospital. Chapter four involves the analysis on the effect of knowledge sharing practices on organizational performance of Aung Yadana Hospital. Chapter five concludes with the findings, discussion, suggestions, recommendations and needs for further study.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter intends to provide a critical analysis of significant literature related to the variables under consideration. This chapter involves theoretical reviews on key concepts such as factors of knowledge sharing practices and organizational performance. Formal definitions as well as empirical assumptions about the proposed relationship between these variables are also provided. Finally, conceptual framework is developed on the basis of theories and previous studies.

2.1 Knowledge and Knowledge Management

Knowledge is an important strategic resource for all organizations. It could help organizations to gain competitive advantage. In health care, knowledge is the main assets of the organizations because it enables the organizations to accomplish best medical results. In recent times, healthcare organizations are attempting to build and enhance the use of owned knowledge. Data is used to process information, which results in knowledge. It contains an individual's experiences, values, insights, and contextual knowledge, and it aids in the evaluation and incorporation of new information and experiences. Knowledge originates from and is applied by knowledge workers (Nickols, 2000).

People use knowledge in making decisions. Recently, organizations realized that as they own massive amount of knowledge and that this knowledge needs to be managed. Knowledge is defined as a fluid combination of framed experience, values, contextual information, and expert insight that serves as a framework for evaluating and assimilating new experiences and information. It begins and ends in the brains of those who know. It is frequently incorporated not only in papers or repositories, but also in organizational routines, procedures, practices, and conventions in organizations (O'Dell, 2011).

Knowledge in an organization has two perspectives: Tacit knowledge is intimate information that is kept in people's heads. It is accumulated through study and experience. Tacit knowledge grows through the practice of trial and error and the experience of success and failure (Huber, 2011). Tacit knowledge is deeply rooted in action, procedure, routines, commitment, values and emotions. It is intangible and not easy to articulate, making it difficult

to share with others. Tacit knowledge can be shared and communicated through various activities and mechanisms. Activities include conversations, workshops, on-the-job training and Mechanisms include, the use of information technology tools such as email, groupware, instant messaging, web portal and related technologies (Grundstein, 2000).

Explicit knowledge comprises of knowledge that is codified, documented and archived on a paper or paperless media. These include knowledge assets such as reports, memos, business plans, drawings, patents, trademarks, customer lists, methodologies, and the like. They are a collection of the organization's experience that can be easily accessible by interested parties and recreated if necessary. In many organizations these knowledge assets are stored with the help of computers and information technology. Explicit knowledge has a tangible dimension that can be more easily captured, codified and communicated. It can be processed, transmitted and stored relatively easily (Mingers, 2015).

The knowledge is applied to arrive at correct diagnostic decisions and to derive the most effective therapeutic regimes. To made Clinical decisions the healthcare professional applies knowledge to validate prior hypothesis and satisfy a few more constraints to get closer to the final decision (Lubi, 2001). Healthcare knowledge is dynamically contextualized in order to interpret a patient's changing health status and develop treatment actions that will work for a specific patient in a specific healthcare setting. Therefore, the key to successful clinical decision-making is the timely availability of correct and relevant knowledge with respect to the clinical context (Bailey & Clarke, 2000).

Knowledge management is the process by which people in organizations capture, share, and generate knowledge for action. It is one of the key elements in improving organizational effectiveness and efficiency. Thus, organizations that are capable of generating new knowledge, managing it, and applying it effectively will be successful at creating a competitive edge. Knowledge management become very important in the 1990's because it will help organization to have competitive advantage and effective work through sharing and re-use of knowledge in an organization. Knowledge should be managed properly in an organization due to information overload, technology advancement, increased professional specialization, competition, workforce mobility and turnover, and capitalize on organizational knowledge (Hemsley & Mason, 2013).

Knowledge management is very important and associated process steps that includes the capture and creation of knowledge, organization and retention of knowledge, dissemination

of knowledge, and use of knowledge. Knowledge management is responsible for converting the individual knowledge into an organizational knowledge that can be extensively shared and properly used and applied throughout the whole organization. Knowledge Management focuses on making the knowledge of employees available for everyone as well as for the organization itself (Alavi & Leidner, 2001). Knowledge management in health care is aligning people, processes, data and technologies to optimize information, collaboration, expertise, and experience in order to drive organizational performance and growth and characterized as, modeling the systematic creation, sharing operations, and the translation of health knowledge to improve the quality of patient care (Bailey & Clarke, 2000).

2.2 Knowledge Sharing

Knowledge sharing includes the exchange of implicit and explicit information at the individual and organizational levels and such an exchange of learning adds to the organizational repository (Navimipour & Charband, 2016). Knowledge sharing is also defined as the exercise of disseminating and exchanging information among individuals, groups, and organizations (Small & Sage, 2005). Through an internal integration system with established processes and routines, knowledge sharing entails the dissemination and synthesis of individually and organizationally held knowledge (Zhou & Li, 2012). The global business climate is rapidly becoming more focused; traditional elements comprising production factors appear to be less important in retaining business (Nonaka & Takeuchi, 1995).

Organizational focus has been diverted to the estimation of information as an essential monetary asset and organizations look towards knowledge as a key source leading to competitive advantage (Drucker, 1993). There is a growing recognition of the importance of knowledge sharing in academia including research and development (Skaik & Othman, 2018). Knowledge Sharing is one of the vital parts of Knowledge Management process. Anand & Singh (2011) commented that there are many definitions of Knowledge Management, although the bottom line is the same. That is, knowledge management is simply managing the available knowledge and encouraging the employees to share it with one another to be able to create value adding services and products.

Knowledge sharing is a vital part of knowledge management, and it is covered in the process of the knowledge management process. Hasanali (2002) mentioned that one fundamental success factor of knowledge management is to have a general understanding of

the words “knowledge management” and “knowledge sharing” and how these two important words apply to the situation of an organization and its needs. Once these two words are fully recognized, the organization is actually complying with the critical success factor of knowledge management which is to listen to the organization’s employees and its customers.

Knowledge sharing is considered as a critical factor for the successful roll-out of Knowledge Management processes. To maintain competitiveness with other industry players, organizational knowledge and skills should be shared amongst the employees. Hence, knowledge sharing practices and activities are highly regarded as crucial and essential to Knowledge Management. However, knowledge sharing has also been considered as a major barrier and issue to the effective implementation of knowledge management. This has been proven through a survey report collected from 2073 knowledge management practitioners and experts which raised their top issue about motivating the employees to share their knowledge in the knowledge management system (Ahn et al., 2007).

Knowledge sharing or transfer is the way the employees exchange and talk about knowledge internally or externally through all medium of channels such as discussions, conferences, both formal and informal networks, database, and practices with the aim of improving the value of knowledge usage during the dissemination and sharing of knowledge (Lin et al., 2012). Knowledge sharing provides the information regarding tasks and the procedures of carrying out these tasks so as to assist the employees to work together in solving problems, bringing out and develop fresh ideas, and / or implement new procedures and policies (Wang & Noe, 2010).

Furthermore, knowledge sharing can be done either written communications or face-to-face personal communications through a network with other experts, or the collection, organization, and documentation of knowledge for other people. Information sharing is a different concept as it refers to sharing of information with other people that is done through experimental studies wherein the participants are provided with the lists of information, user’s manual, or programs (Wang & Noe, 2010).

Knowledge sharing is different from knowledge transfer and knowledge exchange. Knowledge transfer refers to both the sharing of knowledge by the knowledge provider or source and the gaining and utilization of knowledge by the receiver. Knowledge transfer normally has been used to illustrate the movement and activities of knowledge among the different units, sections, divisions, departments, or organizations instead of the individuals.

Sometimes, knowledge exchange is used interchangeably with knowledge sharing, however knowledge exchange is different in such a way that it involves the two activities at the same time - knowledge sharing or employees providing the knowledge to other employees and knowledge seeking or employees looking for knowledge from other employees (Wang & Noe, 2010).

Knowledge sharing has become an essential part of knowledge management. The ultimate goal of knowledge sharing is to distribute the right content to the right people at right time. As a result, the system must enable us to quickly and effectively locate relevant information and knowledge that can assist us in making decisions and addressing problems. As a result, individuals' tacit knowledge resides in their thoughts, in their abilities, experiences, and value judgments. Knowledge sharing is an interactive process of conveying trustworthy knowledge to the right people at the right time in an understandable manner, allowing them to act intelligently and enriching the organization's knowledge base (McInerney, 2002).

Knowledge sharing means through which the employees can communally exchange and share their knowledge and be able to contribute to knowledge application, innovation, and eventually the competitive advantage of an organization. The process of knowledge sharing converts the organizational knowledge into the individual or group knowledge level through the process of internalization and socialization. Reciprocally, the processes knowledge sharing can transform the individual and group knowledge into organizational knowledge through the process of combination and externalization (Wang & Wang, 2012).

According to Ackerman et al., (2013) there are three types of knowledge sharing within an organization – they are knowledge retrieval, knowledge exchange and knowledge creation. Knowledge retrieval means that the main process of sharing the knowledge between the organization and the employees is by means of retrieving the existing organizational knowledge. Knowledge exchange denotes that the main goal of knowledge sharing between the employees is to exchange and transfer existing personal knowledge.

Knowledge is a vital component for any company to achieve a competitive advantage in the market, and when properly incorporated, it can help a company in the long run. It is critical for a learning organization to properly communicate and share knowledge. Knowledge sharing is voluntarily occurring and depends on a person's own will and intention because no proper planning and prior intention is necessary for it and it also viewed as socially linked activity. Employees interact in friendly environment with each other and share their views and

ideas with each other. It is only the willingness and motivation that encourage the individual to share the expertise, ideas and skills and it is only the motivation and willingness that individual who is in need of help and guidance will honestly and willfully collect and learn from others.

Organizational culture can be a significant element and can influence knowledge sharing. Employees of an organization can communicate important information that will aid them in accomplishing their job-related activities through a knowledge sharing culture (Hoegl et al., 2003). Knowledge sharing activities are influenced by an organization's cultural values, according to other studies, and shared cultural values have an important role in an organization's performance (David & Fahey, 2000). The culture of an organization can have an impact on knowledge-related activities because it clarifies different norms that indicate which knowledge is important to share, it facilitates a shared environment, it allows individuals, groups, and the entire organization to interact and exchange knowledge, and it aids in the formation of new knowledge (David & Fahey, 2000). Organization can get competitive edge through knowledge sharing if it establishes a supportive culture and environment because it can also motivate workers to share knowledge and increase productivity (Carayannis, 1998).

Knowledge sharing can provide a competitive advantage to a company since it assists companies in identifying answers to their problems, which leads to a competitive advantage in the market (Reid, 2003). Exchange of ideas, knowledge and experience within and outside an organization knowledge sharing is one of the vital solutions for such organizations which face dynamic and competitive business settings (Zahra, 2015). When an employee encounters a problem while doing a work, he can seek assistance from other colleagues, and the knowledge sharing culture will help him perform the activity more effectively, efficiently, and promptly. Knowledge sharing also benefits a group since employees can learn new concepts, ideas, and knowledge from their coworkers. The benefits of information sharing with group members and task-related dialogue with colleagues have been proven in several research studies (Tushman, 1979). A successful group can profit from the many abilities and ideas of its members while also contributing to the overall effectiveness of the organization.

Employees' self-awareness improves as a result of knowledge sharing. Similarly, from overall organizations perspective, knowledge sharing with other groups can also increase their performance of these groups. Therefore, knowledge sharing between and within group members plays a vital role in organizations effectiveness (Argote et al., 2000). Knowledge sharing can also be done at the organizational level, where organizations can profit from

beneficial knowledge by gathering, organizing, rearranging, transferring, and applying knowledge inside the organization to aid in the development of strategies and the attainment of objectives. From an organizations perspective knowledge sharing culture can not only be promoted by linking the ideas and new knowledge in the formation of strategies but also through efforts by the organization towards its employees encouraging them to opt such behavior and attitude that promote knowledge sharing culture (Connelly & Kevin, 2003).

2.3 Antecedents of Knowledge Sharing

The lack of information sharing has proven to be one of the most significant hurdles to efficient knowledge management. Sharing employees' talents and expertise, in particular, is likely to improve organizational capabilities in knowledge management and renewal, resulting in more than desired work outcomes. Knowledge sharing can take place in a variety of ways, including textual correspondence, face-to-face conversation, networking with other professionals, and documenting, organizing, and capturing knowledge for others (Lin et al., 2009).

A number of factors impact employees' performance of a knowledge sharing culture. The identified factors can be broadly categorized into three groups: individual factors, organizational factors and technological factors. Identifying the factors help organizations to control their knowledge asset, first they must understand factors that affect knowledge sharing at individual level. Also, knowledge sharing takes place in the organization and to facilitate the knowledge sharing process ICT plays an important role (Lin et al., 2009).

2.3.1 Individual Factors

The study concentrated on Individual factors as it is one of the enablers of knowledge sharing. Individual factors are one of the significant and key promoters or antagonists for an organization's knowledge sharing actions. These factors include knowledge self-efficacy and enjoyment in helping others. Knowledge self-efficacy and enjoyment in helping others are salient intrinsic features that encourages knowledge sharing behavior. Therefore, organization may focus on the individual factors that influence knowledge sharing behavior of individuals to have successful knowledge sharing initiatives (Wangpipatwong, 2009).

(a) Enjoyment in Helping Others

This study derived pleasure from assisting others from altruism. Organ (1988) defines altruism as "a person's voluntary acts and conduct that assists others in better performing their job related obstacles and concerns." By giving solutions, altruism in conduct assists specific others with organizationally relevant responsibilities or difficulties. Employees that act altruistically are more likely to share with their coworkers (Davenport & Prusak, 1998). Internal satisfaction and delight are gained by employees who share their knowledge. Internal inspiration and joyful feelings that boost one's efforts toward assisting others, resulting in a knowledge sharing atmosphere, are the source of enjoyment (Ryan & Deci, 2000). Individuals may share their information for a common interest, but they may also have expectations from others, therefore behavioral purposes may vary (Molly & Faraj, 2005). On the other hand, altruism motivates a person to act in such a way that he or she will serve others without expecting anything in return (Raban & Rafaeli, 2007).

Pleasure, joy, and contentment differ from one person to the next (Harbaugh et al., 2007). Individuals may experience internal happiness and enjoyment as a result of assisting others (Lakhani & Hippel, 2003). These helpful behaviors can improve team building, belonging to the group, cohesiveness, and connection among employees. Close collaboration among coworkers aids in information sharing and collection since they derive internal joy and gratification from doing so (Kankanhalli et al., 2005). Organizational structure and individual beliefs are also motivators, as are enjoyment and a sense of moral obligation to positively contribute to the well-being of individuals and organizations (Szulanski et al., 2004). Such feelings improve one's motivation to tackle difficult tasks and to offer more and more useful knowledge to society (Kollock, 1999).

(b) Knowledge Self-efficacy

Knowledge self-efficacy is a measure of how well someone transfers knowledge in a difficult situation. Individual encouragement and help can compel a person to share his important knowledge with coworkers (Sproull & Kiesler, 1996). Self-efficacy, according to (Bock & Kim, 2001), is a crucial factor that boosts a person's motivation to share information. They also came to the conclusion that people who are self-motivated contribute more to organizational performance. An employee is motivated to share his knowledge with coworkers when he realizes that doing so will raise his reputation and prominence at work, as well as bring

some intrinsic rewards. Employees engage in information sharing activities not for the sake of a monetary reward, but for their own personal development and internal happiness, as self-evaluation and acknowledgement from others at work are essential for intrinsic motivation (Bandura, 1986).

"Self-efficacy can be defined as a person's self-confidence, belief, and ability to perform his or her job more successfully in order to meet the standards of his or her employment," according to Bandura (1991). "The judgements of individuals regarding their ability to organize and execute courses of action required to reach particular levels of performance" is how self-efficacy is described. Self-efficacy is a motivator that motivates people to use their abilities more effectively to complete their responsibilities. "A person's assessment of their abilities and competencies in order to improve performance levels" (Bandura, 1986).

A person with a high level of efficacy and self-confidence can devote more and more effort to his or her job and more effectively deal with difficult and demanding conditions. A person with low self-efficacy and misgivings about their ability may put up minimal effort or simply give up in difficult situations. Also, self-efficacy serves as a basis for goal setting; the higher the efficacy, the higher the objectives a person will set for himself; conversely, the lower the efficacy, the lower the goals a person will set for himself (Gould, & Jackson, 1979). Self-efficacy, defined as self-confidence and faith in one's ability to perform better, has a substantial relationship with a person's learning performance. Past experience can also help you perform better on any activity, and encouragement from coworkers can boost your self-efficacy. As a result, according to Bandura, emotional cues seize self-efficacy (Bandura, 1997).

Employees with high levels of self-efficacy are more likely to share their valuable expertise and information with their coworkers, which boosts their confidence and performance (Molly & Faraj, 2005). Knowledge self-efficacy is a crucial factor in persuading people to share their knowledge (Hsu & Chiu, 2004). Knowledge self-efficacy instills in workers a sense of confidence and motivation that their knowledge can help them solve challenges they encounter on the job and conquer them quickly. An employee with greater self-confidence and motivation about his abilities can perform a task better (Kiesler, & Sproull, 1994). When a person has high knowledge self-efficacy, he is naturally more concerned about sharing his knowledge since he knows it can solve problems and improve performance while executing a given task (Luthans, 2002).

(c) Trust

Trusting relationship is important between employees, participants to share and transfer knowledge. A trust plays a great role in knowledge management. An organization and a team group should create a trusting relationship in order to achieve company's goals in an effective way. Trust among employees will promote active knowledge sharing behavior. Such active knowledge sharing behavior enhances effective communication by empowering members or an organization to freely share personal knowledge and concerns. The high levels of employee trust can lead to better knowledge sharing and shared goals (Kacperska & Łukasiewicz, 2020).

Trust is undoubtedly of great importance in the process of sharing knowledge. Various scientific disciplines are concerned with the peculiarity of the issue of trust: management, psychology, sociology, economics, and philosophy. In general, trust is a type of assumption about other people's future behavior, including specific assumptions that determine an individual's future behavior. Trust can also be defined as a subjective assessment of the likelihood of the other party's attitude, which influences an individual's or a group's decision to do specific activities. This indicates that trust refers to a circumstance in which an individual or group decides to cooperate since the possibility of the other party executing particular behaviors is so high (Kacperska & Łukasiewicz, 2020).

Organizational trust is a process based on the belief that other members of a given community behave honestly and cooperatively in accordance with agreed-upon standards. Trust can also be defined as a belief based on which individual A in a certain scenario decides to rely on another individual (person, entity, or organization) with a sense of relative security, notwithstanding the possibility of negative repercussions. Other employees' trust in the organization is built on the idea of reciprocity, which states that something should be done for a colleague without expecting immediate reward, in the hopes that this or that colleague will perform a favor in the future (Kacperska & Łukasiewicz, 2020).

The issue of organizational culture and the right organizational environment are frequently linked to the issue of trust in an organization. It is critical that the working environment encourages collaboration and innovative thinking. Person A will not act against person B, honesty and fairness, positive anticipation, positive interpersonal interactions, trustworthiness, good will, and finally effective action are all variables that contribute to the phenomena of trust. According to Paliszkievicz (2007), an organization's trustworthiness

affects a variety of aspects, including motivation, training, and development processes, all of which may contribute to increased operational efficiency (Kacperska & Łukasiewicz, 2020).

Building trust in a business is a long-term process that is influenced by a variety of factors, including organizational culture and human resources policies that are applied to employees. Employees' credibility will continue to rise if they are confident that the business is appropriately executing its goals and mission, as well as treating employees fairly. They will reflect an openness to change and innovation that will contribute to the company's tremendous growth. Knowledge management is the recognition that sharing knowledge and its judicious application is beneficial to a company's success, and that employees who work together achieve better results. The most efficient approach of managing is through a knowledge-based economy (Kacperska & Łukasiewicz, 2020).

2.3.2 Organizational Factors

In organization there are many ways to motivate and promote knowledge sharing. Knowledge exists in organizations however; its existence does not guarantee its utilization and dissemination among employees. Organizations that don't manage their knowledge resources effectively and facilitate sharing will have less competitive advantage as compared to organizations that do. Therefore, organizations are required to build and maintain organizational factors that will support a knowledge sharing environment.

(a) Top Management Support

Leaders are responsible for creating the ideal atmosphere for work by developing a sense of trust, passion, and confidence among their followers, and bringing them together by building strong professional relationships between them. Moreover, leaders are expected to develop a system that acknowledges and encourages knowledge sharing also discourages hiding, in order to create a proper work environment that supports and promotes interaction and communication. Managers can also lead the organization to actively and dynamically create knowledge by giving and comprehending the company's knowledge vision, building and supporting knowledge asset sharing, and establishing a time and place for knowledge sharing (Connelly & Kevin, 2003).

According to Connelly et al., (2003), senior management support is a crucial aspect to consider in knowledge sharing. Several studies have highlighted the relevance of management in fostering an environment that encourages employees to express their opinions (Lin & Lee, 2006). Top management, according to MacNeil (2004), is critical in establishing a knowledge-sharing atmosphere. Top management's knowledge-sharing inspiration is a valuable and necessary component in fostering a knowledge-sharing culture in a firm. Top management must encourage staff to build a knowledge-sharing atmosphere, and proper follow-up is required to maintain that climate. One of the most critical parts of a knowledge sharing ecosystem is top management support (Bock et al., 2005).

Employee involvement provides stimulus for generating creative work and ideas (Taylor & Wright, 2004). Because top management is the key decision maker to foster the information sharing culture, social interaction among employees plays an important part in sharing knowledge. This would be better managed by top management. Positive social interaction between employees and management enhances knowledge sharing because it builds trust among employees, who are more willing to share their information with one another (Kelloway & Barling, 2000). Employee trust has a significant impact on knowledge sharing. Employees needed to be able to respond swiftly and share their opinions openly (Gruenfeld et al., 1996). In the modern era, senior management's role is that of a facilitator rather than a boss, so top management can foster a knowledge-sharing environment by contributing their own skills and expertise, as well as encouraging employees to share their skills and knowledge in the pursuit of problem-solving solutions (Macneil, 2001).

The promotion efforts of senior management are critical to successful knowledge sharing in a business (Gupta & Govindarajan, 2006). As a result, when employees perceive that management is interested in promoting knowledge sharing culture and is willing to invest a significant amount of resources in doing so, it creates a positive image of management in the eyes of employees, and employees feel motivated and encouraged to share their new ideas. In contrast, Martinsons (1993) claims that if management shows no dedication and spends no money to develop knowledge sharing culture, it sends a negative message to employees, and as a result, knowledge sharing culture will not thrive. As a result, a healthy culture of knowledge sharing is required.

(b) Organizational Culture

When people work in groups, organizational culture is an unseen but significant force that influences group members' behavior. Organizational culture is a set of common assumptions, values, and ideas that guide people's actions in the workplace. The expectations, experiences, philosophy, and values that bind an organization together are reflected in its self-image, inner workings, interactions with the outside world, and future expectations.

It is founded on shared attitudes, beliefs, customs, and written and unwritten regulations that have evolved over time and are accepted as valid. The people in the organization are heavily influenced by these shared values, which dictate how they dress, act, and do their jobs. Every organization creates and maintains its own culture, which establishes and maintains standards and boundaries for its members' behavior.

Organizational culture is made up of seven traits that are ranked from high to low in importance. Each of these attributes has a different importance in each organization. Members of organizations make value judgments about the importance of these traits to their organization, and then alter their behavior to meet this set of values.

Innovation (risk orientation), attention to detail precision orientation), focus on outcome (achievement orientation), focus on people (fairness orientation), teamwork (collaboration orientation), aggressiveness (competitive orientation), and stability (rule orientation) are all characteristics of organizational culture.

Due to its possible influence in productivity, growth, and performance of the company, organizational culture has received greater attention in recent decades (Villalobos et al., 2018; Hernández et al., 2019; Ramirez et al., 2019; Bendak et al., 2020). The values that are assimilated through the chain of attitude, intention, and behavior determine the behavior of an organization's personnel (Abbasi & Dastgeer, 2018). Clan culture has the benefit of allowing open flow of information, building confidence and trust among organizational members, connecting and affiliating people, and avoiding anti-social norms (Asurakkody & Hee, 2020). People are more likely to share their knowledge in an organization with an informed and supportive culture. Other organizational elements influence how successfully knowledge is conveyed.

(c) Organizational Rewards

The promotion of a knowledge-sharing atmosphere can also be aided by the provision of various incentives. The rewards system reveals how much an organization regards an employee's performance (Cabrera & Bonache, 1999). Organizational incentives are critical accelerators of knowledge sharing (Kim, & Kim, 2004). An company can provide money benefits such as better salaries and bonuses, as well as non-monetary benefits such as job advancement and job security (Hargadon, 1998). Employees that are rewarded for sharing their knowledge spend more and more time with their coworkers (Burgess, 2005).

Attractive rewards, impartiality in awarding prizes, setting demanding goals for employees, and the employee's self-ability to achieve rewards are all significant aspects to consider when driving information sharing behavior (Bartol & Srivastava, 2002). There can be both inner and extrinsic motivation. Extrinsic benefits include income, bonuses, and promotions, while intrinsic rewards include praise and recognition. To encourage and inspire individuals to share their knowledge, a substantial shift in the incentive system was required (Bartol & Srivastava, 2002). Extrinsic rewards are more straightforward to apply than intrinsic rewards (Wasko & Faraj, 2005). One point of contention among researchers is that some place a higher value on extrinsic rewards, while others believe intrinsic rewards are more important for information sharing (Thomas et al., 2003).

Extrinsic rewards may be less successful than intrinsic rewards in encouraging information exchange. Extrinsic rewards, according to many authors, can be a powerful tool for knowledge sharing because financial satisfaction is a top priority for employees in order to improve their livelihood. When employees are offered extrinsic rewards, they will be more eager and willing to engage in creative thinking and share their knowledge with other members of the organization. However, all of the researchers agree that both extrinsic and intrinsic rewards drive information sharing behavior, and that a lack of intrinsic and extrinsic rewards in any business might be an impediment to employees' knowledge sharing attitudes (Huber, 2001).

Both intrinsic and extrinsic rewards have a strong link to knowledge sharing and organizational effectiveness (Yu et al., 2004). Extrinsic rewards have a favorable relationship with an employee's internal feelings, therefore they increase intrinsic motivation as well. A relationship between performance and incentives is critical in determining rewards because it fosters a sense of rivalry and promotes a culture of knowledge sharing (Eisenberger et al.,

1999). Performance and remuneration should be equal and unbiased. This connection is also necessary to ensure justice and equity (Adams, 1965). Individual, group, or team rewards, as well as organizational-wide rewards, can all be set. Employees can be given indirect awards, which will motivate them to share their knowledge. Indirect benefits are those that have no direct link to information sharing but require knowledge sharing in order to achieve them.

2.3.3 Technological Factors

Technology is a software and hardware that people in organization use in order to do their tasks and it is a key element in distributing information within the organization, and granting people the proper access to the right information at the right time. It facilitates the flow of information by designing and implementing systems that support communication, collaboration and knowledge distribution. The role of ICT in knowledge sharing is connecting people with other people or with explicit knowledge. In this study two variables considered to be included which are ICT use and infrastructure.

(a) ICT Use

To compete with competitors and be a part of the competition in today's dynamic market, firms must respond quickly to tough and rapidly changing environments. Information and communication technology is one major factor (ICT). Many firms are concerned about technological advancement because new technology, creativity, and new ideas can help them put pressure on competitors while also allowing them to achieve a winning position in such a competitive climate. The use of information and communication technology (ICT) to facilitate knowledge exchange was also suggested in this study. ICT can be a useful instrument for facilitating knowledge transfer.

It is a computer system or set of technologies, such as email groupware and computer-based information systems, that promote knowledge exchange among employees in the workplace. In order to develop, structure, and share knowledge through an ICT system, all personnel must have adequate and appropriate ICT training. ICT allows a firm to manage its knowledge more effectively (Zack, 1998). For knowledge management, several firms have concentrated on advanced information and communication technologies (Alavi & Leidner, 2001). Organizations should choose a well-developed technological solution that is simple to implement and administer when it comes to information sharing (C. Lin & Tseng, 2005). By

advancing information and communication technologies, an organization's knowledge may be easily shared (Davenport & Prusak, 1998). By decreasing disruptions, defining the site for information donation and collection, providing a channel for acquiring information, and rectifying procedures, information and communication technology can be a powerful motivator for employees to contribute valuable knowledge (Hedelin & Allwood, 2002).

According to Huysman and Wulf (2006), there is a direct link between knowledge sharing and information and communication technology since it aids employees in retrieving useful information more quickly and promotes employee cooperation and communication. It helps firms collaborate more efficiently by overcoming geographical constraints. New technologies and application software, such as online databases, the internet, and virtual communication channels, can help organizations interact more effectively by removing distance barriers (Pan & Leidner, 2003). Knowledge management is aided by information and communication technology, which provides a communication channel and aids in the identification of receiver and donator locations (Yeh et al., 2006). According to Boland Jr, Tenkasi, and Te'eni (1994); Davenport & Prusak (1998), information and communication technology (ICT) allows professionals to share and gather relevant knowledge, ideas, and information from anywhere by removing distance barriers.

Organizations benefit from ICT because it provides a technical foundation for managing and promoting a culture of knowledge exchange (Bolisani & Scarso, 1999). E-mails, chat rooms, and discussion groups allow knowledge to be shared in real time, regardless of distance (Carneiro, 2001). Organizations may now share and collect useful information and ideas because to the development of information and communication technology (Davenport & Prusak, 1998; Fowler, 2000). Firms can exchange important knowledge inside their own network as well as with other firms thanks to the reduction of time and location barriers enabled by information and communication technology (Elliott & Jacobson, 2002).

As a result, many businesses have begun to use ICT as a new means of sharing and collecting data, and they view it as a fundamental and vital component of establishing the infrastructure for a knowledge-sharing environment (Bolisani & Scarso, 1999). In the early 1990s, all of the focus was on database administration (Petrides, 2002), leading to the misunderstanding that ICT is nothing more than a tool for converting data into information. Knowledge management nowadays necessitates the generation, transfer, and management of knowledge, and ICT supplied the necessary technical infrastructure for better knowledge management (Hedelin & Allwood, 2002) and knowledge sharing through its coordinating and

enabling capabilities (Rumizen, 1998). Previous research has also shown the importance of information and communication technology for knowledge sharing, with Laudon & Laudon (1998) recommending a computer-based system and groupware for knowledge generation and exchange.

Ruggles (1997) focused on the use of the internet for information transfer, while Davenport & Prusak (1998) presented data mining applications for knowledge discovery. Information and communication technology also helps to cut costs and speed up the flow of information within a company (Demarest, 1997). Several research studies have concluded that information and communication technology has two capabilities: tacit and explicit knowledge availability. However, ICT can communicate explicit information more quickly, which can aid businesses in decision-making and knowledge resource management. As a result, this study focused on the use of ICT to transfer explicit information because tacit knowledge is embedded in the human brain, and efforts to transmit tacit knowledge may be less effective and costly.

(b) Infrastructure

ICT infrastructure is an up-to-date physical ICT infrastructure that support employee to create, structure, share and use knowledge in organization. Effective knowledge sharing depends on the readiness of employees to share knowledge through computer facilities that can be accessed by all organizational employees. Although, IT is just one of the enablers of knowledge management, it is considered to be the most effective tool of knowledge and information acquisition, storage, conversion and transfer and the availability of information technology tools, plays a key role in knowledge management (Wang & Ahmed, 2003).

Technology refers to computer hardware, software, and protocols that allow us to store, code, and share information. (Monavvarian & Kasaei, 2007). This is the technology that enables knowledge exchange, regardless of the organization's strategy. Hence, enterprises have widely invested in tools and technologies in a form of electronic systems of knowledge management (Teeni, 2001). (Teeni, 2001). ICTs encourage empowerment and are often regarded as the most effective tools for gathering, storing, transferring, and disseminating knowledge (Wang & Ahmed, 2003). IT has an impact on knowledge management in a variety of ways, including rapid knowledge collection, storage, and interchange, integration of various knowledge components, and strengthening all methods of knowledge creation, transmission, storage, and application (Lee & Choi, 2003).

2.4 Organizational Performance

An organization is a deliberately synchronized social unit, made up of a group of people, who work together on common goals on a relatively continuous basis. Examples, schools, hospitals, churches, manufacturing, and service firms, retail stores, police departments, military units, volunteer organizations, start-ups, and local, provincial, and federal government agencies are organizations (Robbins, 2005). To have a clear image of the nature of an organization, it is necessary to understand organizational theories and notions of organizational performance.

Organizational performance is a subjective perception of reality, which is why the idea and its measuring instruments have sparked so much debate. Because of its subjective nature, the concept of organizational performance has a number of definitions at the moment. As a result, the concept of organizational performance has gotten a lot of attention in recent decades, and it's now found in almost every aspect of human life. Furthermore, organizational performance has always had a significant impact on business decisions (Crook et al., 2006). One of the worries about this effect is the growing quantity and variety of tools and methods for effectively measuring performance, which is rapidly developing a vital research topic for both businesses and academia. Unfortunately, there is no consensus in the literature on how to assess organizational effectiveness, and the issue is multifaceted (Lusthaus et al., 2002). As a result, both academics and managers scrutinized performance on a regular basis.

Organizations engage in a variety of actions in order to attain their goals. Quantified repetitive activities aid in the successful use of processes by allowing management to determine the degree of performance and make educated judgments on where, if necessary, within the processes to take steps to increase performance (Robbins, 1987). As a result, it is conceivable to assert that the organizational goal and the concept of organizational performance are inextricably linked.

Despite this, organizational performance is one of the most contentious topics on which scholars and theorists have never agreed (Selden & Sowa, 2004). Cameron (1986) also points to a lack of proper understanding or explanation in the notion of performance. There would inevitably be different clarifications and conclusions opined by various persons according to their perceptions in the absence of any operational definition of performance upon which the majority of relevant scholars agree. As a result, a widely accepted definition of the notion faces

a number of challenges, implying that the feasibility of any definitions and the establishment of certain standards to get at the desired definition remains in doubt.

The definition of organizational performance in the first decade of the twenty-first century primarily focused on an organization's capability and ability to effectively use available resources to achieve accomplishments consistent with the company's set objectives, as well as their relevance to its users (Peterson et al., 2003). The three general elements of organizational performance, namely "efficiency," "effectiveness," and "relevancy," have been considered in this concept. Similarly, according to Neely (2007), performance should take into account quantifying the efficiency and efficacy of actions. Quantification expressed the efficiency and effectiveness of performance in both qualitative and quantitative terms. According to Neely (2007) and other scholars, efficiency and effectiveness are linked to performance. In contrast, an organization's performance is seen to be able to include a broader range of topics, such as the relationship between performance and organizational goals (effectiveness), organizational resources (efficiency), and stakeholder satisfaction (relevancy).

Furthermore, in the public sector, performance entails the existence of a link between objectives, means, and outcomes, with performance resulting from the simultaneous application of efficiency, effectiveness, and an adequate budgetary process (Profiroiu, 2020). The transformation of inputs into outputs for the purpose of obtaining specific objectives is referred to as organizational performance. Performance educated about the relationship between minimal and effective cost (economy), effective cost and realized output (efficiency), and output and attained the outcome (effectiveness) in terms of content (Chen et al., 2006).

Another author supports the idea of embedding the definition of performance in the public sector, not just in terms of financial performance but also in terms of environmental and social equity goals. According to Annick Bourguignon's definition, performance is the achievement of organizational goals. This definition is used in all managerial fields (management control, general politics, human resources management). The performer is the one who achieves their goals. As a result, performance is determined by the goal or aim. When goals are diverse, performance is multidimensional; performance is a subset of action; performance is subjective since it is the result of operation, which, by its subjective character, entails bringing reality closer to a wish (Chai, 2009).

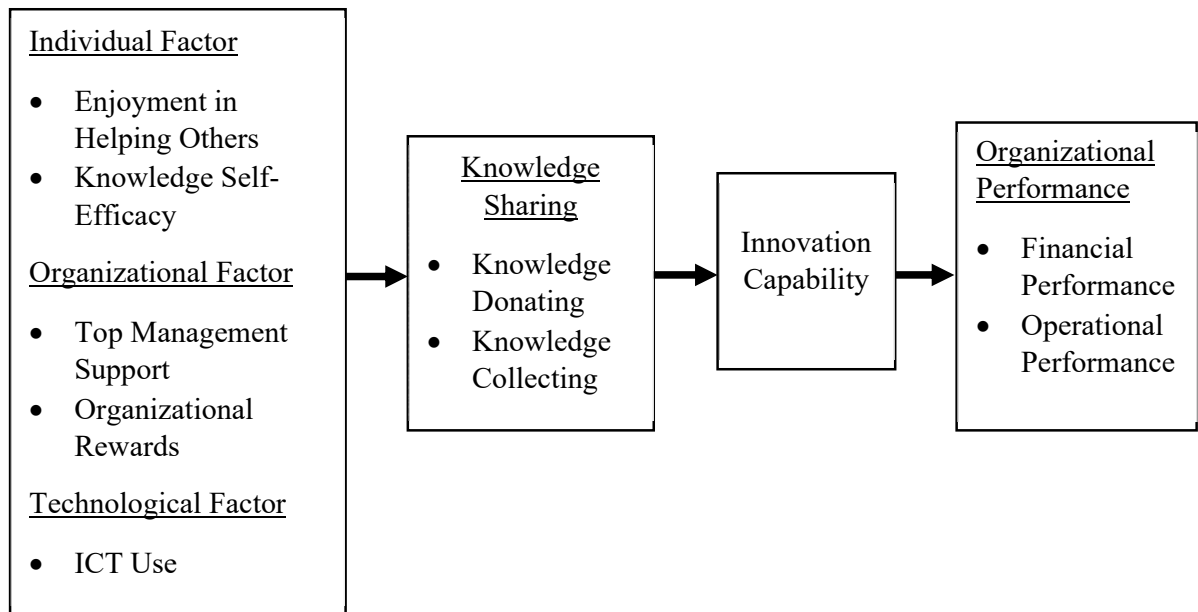
Organizational performance, in general, refers to an organization's actual output or results as compared to its intended outputs, as well as the recurring activities of establishing organizational goals, monitoring progress toward those goals, and making adjustments to achieve those goals more effectively and efficiently.

2.5 Empirical Studies

Organizations' most valuable asset is knowledge, especially in knowledge-intensive industries like the health care industry, and knowledge management is critical to their success. Transferring task-relevant ideas, information, knowledge, and experiences with other individuals, as well as retrieval and reuse inside the organization, is known as knowledge sharing. As a result, recognizing the value of information exchange in healthcare organizations will improve the quality of care provided.

A case study conducted at Malaysia's healthcare research institutes on knowledge sharing practices using descriptive survey method and studied 400 researchers and officers from six research institutes under national institute of health: Institute for Medical Research, Institute for Public Health, Network for Clinical Research Centers, Institute for Health Management, Institute for Health Systems Research and Institute for Health Promotion. The study indicated that knowledge sharing depends on the context of encouraging and rewarding practices of organizational knowledge sharing. The findings suggest that organizational environment and infrastructure, management support, organizational culture and technology are factors that influence the organizational knowledge sharing practices among the employees. On the other hand, respondents in the case study did not perceived lack of policies and guidelines and lack of reward schemes would hinder knowledge sharing. Finally, this study concluded that creating a knowledge sharing environment in an organization requires change in the corporate culture and knowledge sharing culture needs to be seen as a positive force towards creating an innovative organization (Abdul, 2011).

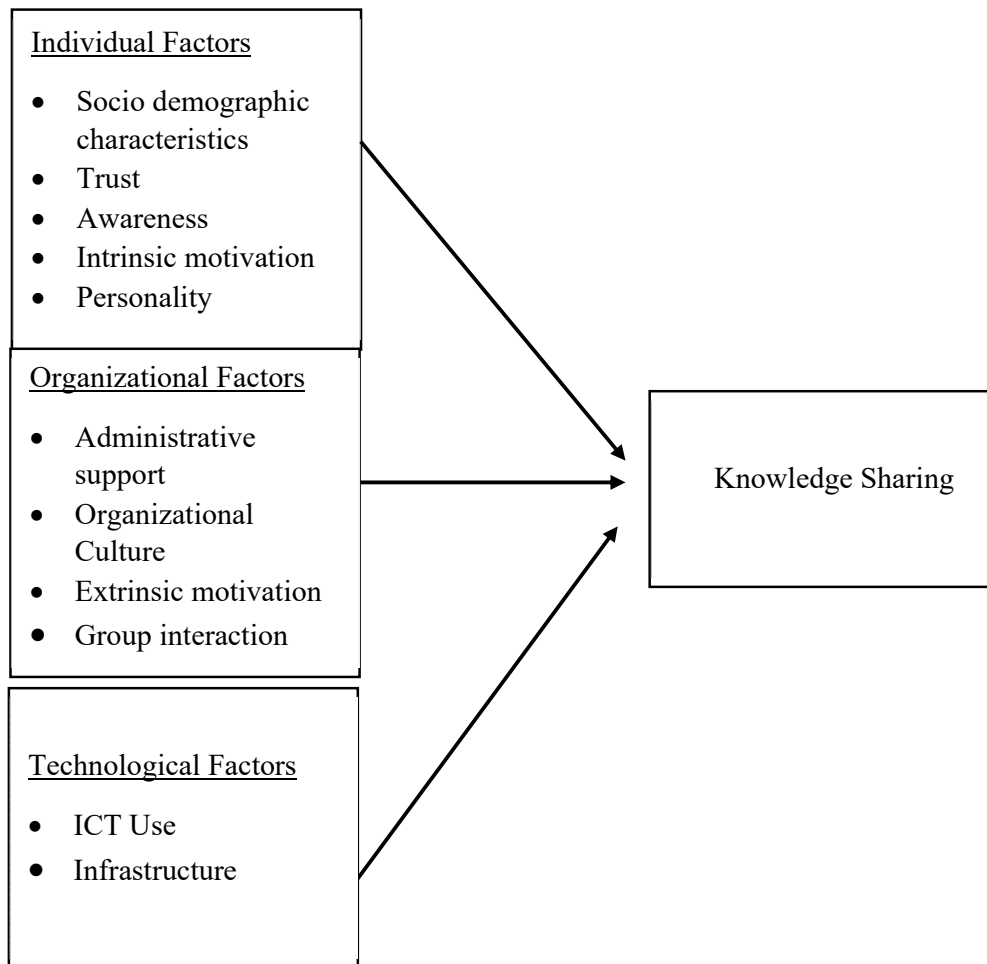
Figure (2.1) Conceptual Framework of Muhammad



Source: Muhammad (2015)

Muhammad (2015) investigated the impact of information sharing on organizational performance: the role of innovation capability as a mediating factor. This study will look at the role of information sharing enablers in promoting a knowledge sharing process that leads to improved organizational performance, as well as the role of innovation capability in mediating the relationship between knowledge sharing and organizational performance. Figure 1 depicts the previous study's conceptual framework (2.1). Individual variables and top management support have a major impact on the information sharing process, according to the findings of a prior study. This research also found that organizational rewards have a substantial impact on knowledge collecting, as well as employee motivation to donate and gather knowledge, both of which have a major impact on innovation capabilities. This research looked into the role of innovation capability in mediating the relationship between knowledge sharing and organizational success. This study found that an organization's innovation capabilities somewhat mediates the relationship between knowledge donation and financial performance. The study's findings show that innovation capability fully mediates the association between knowledge collecting and the organization's financial performance. This research project aims to test the integrated model by connecting these information sharing enablers, the knowledge sharing process, and determining the mediating function between the knowledge sharing process and the organization's financial and operational performance.

Figure (2.2) Conceptual Framework of Lema



Source: Lema (2017)

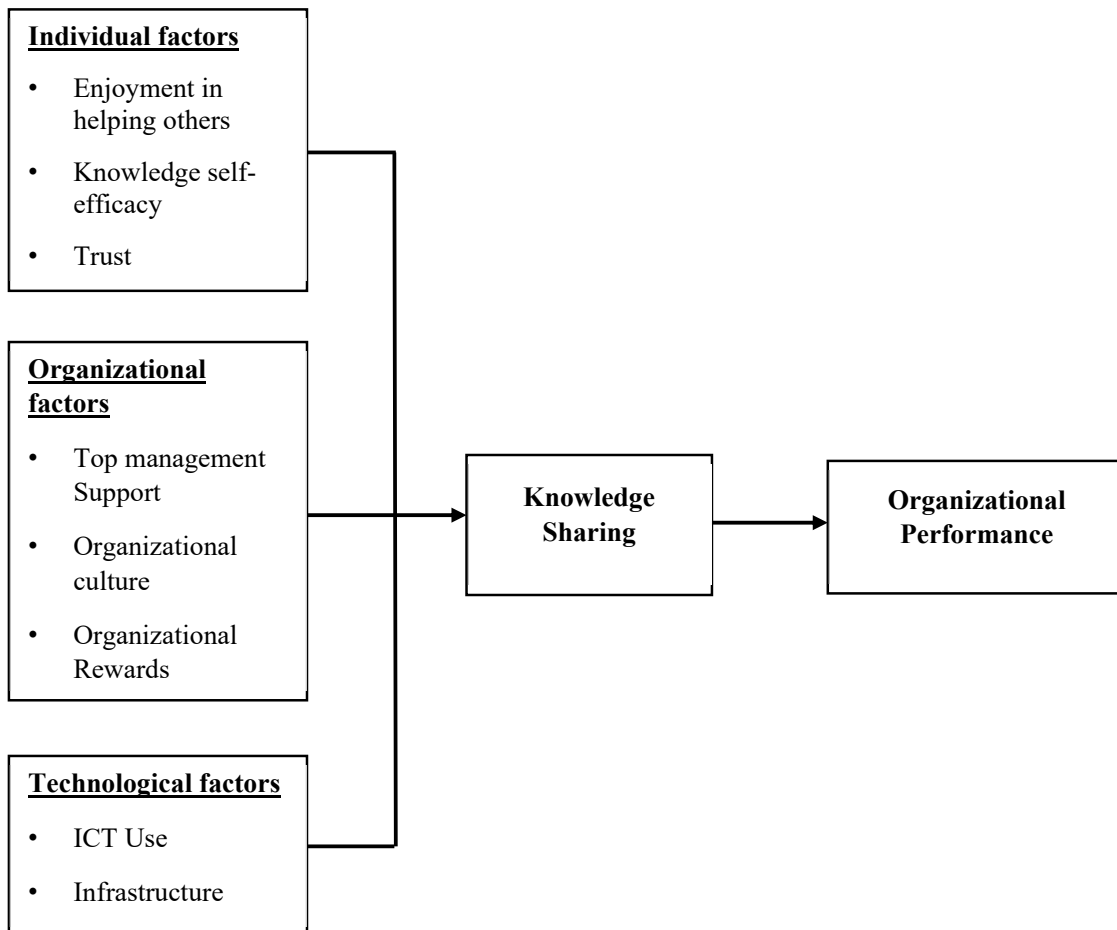
Lema (2017) studies about the framework to support knowledge sharing practice among health care professionals at Yekatit 12 Hospital Medical College. The purpose of this research project was to investigate the current knowledge sharing practice among health professionals so as to propose framework that support knowledge flow process in Yekatit 12 Hospital medical college. A facility based cross sectional mixed qualitative and quantitative study was conducted among 279 health workers using proportionally stratified random sampling technique. The data was collected using self-administered structured questionnaire and supplemented supplemented with a qualitative in-depth interview. The data was collected using self-administered structured questionnaire and supplemented with a qualitative in-depth interview. The conceptual framework of this previous study is shown in Figure (2.2). The study showed that most of the respondents were aware of the importance of knowledge sharing, engage in active knowledge sharing practice and use face to face communication and

observation as knowledge sharing mechanism in the hospital. And also, the study indicated availability of ICT as independent predictor of knowledge sharing.

2.6 Conceptual Framework of the Study

A conceptual framework is an analytical tool with several variations and contexts. Based on the above concepts and theories studied from the literature reviews, conceptual framework of the study can be depicted as following model, Figure 2.2. This conceptual framework is crafted from the empirical literature in this study.

Figure (2.2) Conceptual Framework of the Study



Source: Adopted from Muhammad (2015)

The conceptual model for this research study is the combination of theoretical reviews and previous research explained above. This study focuses on the effect of knowledge sharing on organizational performance of Aung Yadana Hospital, Yangon. In this research, influencing factors have been considered as individual factors, organizational factors and technological factors. These factors are the main independent variables and knowledge sharing is dependent variable to analyze the factors influencing on knowledge sharing practices of Aung Yadana Hospital. Furthermore, knowledge sharing performs as independent variable and organizational performance performs as dependent variable for analyzing the effect of knowledge sharing practices on organizational performance of Aung Yadana Hospital.

CHAPTER 3

PROFILE AND KNOWLEDGE SHARING PRACTICES OF AUNG YADANA HOSPITAL IN YANGON

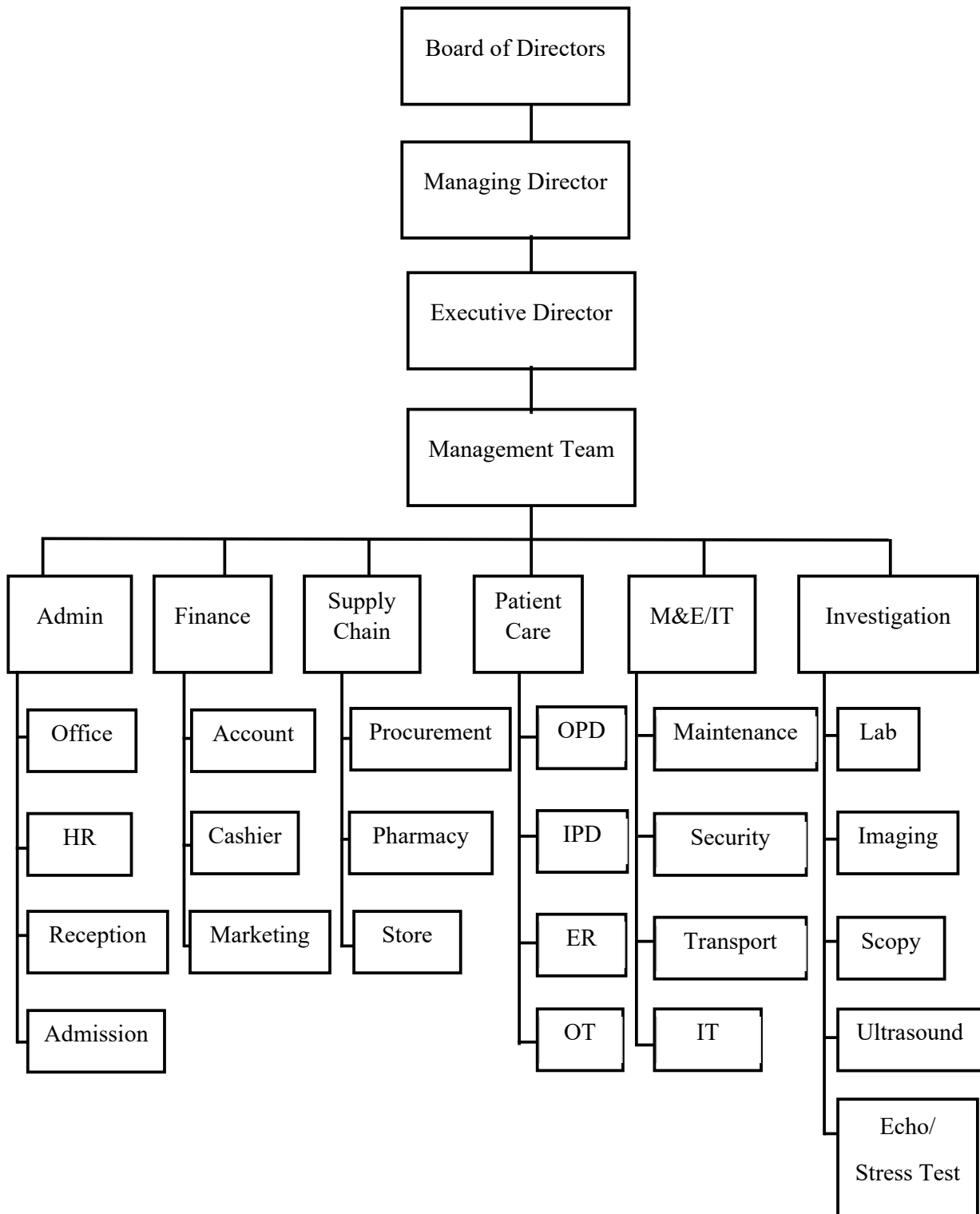
This chapter presents profile and services of Aung Yadana Hospital, Yangon. Then, reliability analysis and profile of respondents are described. Finally, knowledge sharing practices, reliability analysis and descriptive analysis of knowledge sharing practices is presented.

3.1 Profile of Aung Yadana Hospital

Aung Yadana Hospital is a 100-bedded private hospital which was started as an Out-Patient specialist poly-clinic in 1998. Aung Yadana Hospital is one of the well-known and famous hospitals in Yangon because of its cleanliness, wide compound, state of art medical equipment and quality care services. It is located at No. 5/24, Thirigon Estate, Waizayantar Road, 16/2 Block. Aung Yadana Hospital offers complete medical services with superior quality and high effectiveness.

To provide the best health care services in Aung Yadana Hospital is carefully organized and constantly adapted with technologically advanced equipment, an advance IT system, quality medical products and qualified professionals. Aung Yadana Hospital has been forecasting to add more dedicated services and facilities to accomplish the gap of the healthcare supplies of the community. Aung Yadana Hospital is offering multidisciplinary medical care service with up-to-date medical equipment. It is afraid with quick and effective treatment to the patient given by well-trained housing medical doctors, nurses, health care assistant & support by skillful professional staffs at every individual unit. Specialist on call service is also obtainable. There are many services and amenities those are related with medical care of Aung Yadana Hospital. These are Accident & Emergency, Imaging Service such as CT scan, X-Ray, Ultrasound, High Dependency Service, Medical Check-up Service, Laboratory Service, Inpatient Service, Operation Theater Service and Specialist OPD Services.

Figure (3.1) Organization Structure of Aung Yadana Hospital



Source: Aung Yadana Hospital, (2021)

According to the Figure (3.1), Patient Care is the front-line departments among Aung Yadana's six departments that must deal with patients. There are 400 full time non-healthcare professional employees and 100 healthcare professional employees. Management team of Aung Yadana Hospital always take care of their customers with well-experienced and trained medical doctors, nurses and also with expert staffs in every respective department. Specialists on call service is also available in this hospital.

The main focus of the hospital is customers' well-being and delightfulness. Aung Yadana Hospital is managed by an organization of well-experienced medical professionals, board of directors and hospital superintendents. The medical service center with continuous quality improvement throughout the organization for the customers' trust and satisfaction is the quality control of the hospital. Aung Yadana Hospital runs the business with responsibility to its both internal and external customers with great attention to the safety, health and environment. The hospital is smoke and betel chewing Free Campus and patients, staff and visitors are not permitted to smoke or chew betel in the hospital buildings or on the hospital grounds.

3.1.1 Accident & Emergency Service

Accident and Emergency care and speedy treatment are delivered at Emergency Outpatient. Service includes emergency treatment by well-trained medical officers and nurses who have legal license and diplomas in Basic life support. They conduct history taking, initial physical examination and investigation for every admission patient. If desired, emergency doctors place on-call for the responsible specialists. There are 6 beds in Emergency Unit under the take care of 3 medical officers, 4 nurses and 5 health care assistants. Emergency Out-patient Unit is prepared with highly innovative resuscitation and medical devices like Defibrillator, Patient Monitor, Suction, wall mounted oxygen pipe line, infusion pump, syringe pump and crash cart with emergency medicines. Emergency Unit is the fullest unit in Aung Yadana Hospital for quick and operative treatment for 24 hours.

3.1.2 Imaging Service

Imaging service is delivered in ground floor for both inpatient and outpatient, this service is accomplished by well qualified Radiographers. Spotless and spacious room is fitted with efficient high-quality equipment made by US and Germany. X ray machine discloses the

pure quality image. The virtualization of veins on the head, neck, chest, abdomen, and legs is made possible with revolutionary multi-slice CT technology. This technology allows high-speedy body scanning in which the body can be enclosed in a single with high image resolution. Ultrasound is made up of numerous different frequency waves. The very high frequency range is quiet to the human ear and is known as ultrasound. The information is accessible real time on a monitor screen and can also be printed on paper. The obstetrician assesses the fetus of a pregnant woman and a cardiologist examines the heart of a patient.

3.1.3 Medical Check-Up Services

Medical Checkup Centre is a one-stop health screening center that provides to all health screening needs using modern diagnostic equipment and testing. Dedicated team of healthcare professionals deliver personalized attention to improve well-being, for better understanding and management of state of health. Through result analysis and health education, it provides customers with relevant knowledge to add many healthy years to life. And, it offers health screening that enable early detection of common chronic illnesses such as heart disease, stroke, hypertension and diabetes.

3.1.4 Laboratory

Aung Yadana Hospital Laboratory has always been maintained countless number of doctors and patients to get right treatment at the right time. Taking regular external and internal Quality Check Program ensure of giving precise reports to patients and doctors. Commitment to deliver international quality makes the patients to find best technology and methods in the market for the best of result. Aung Yadana Hospital Laboratory provides following services such as Hematology Services, Biochemistry Services, Immunology Services, Microbiology Services, Biopsy and Cytology Services, Other Special Tests (With Partner Laboratories).

3.1.5 Operation Theater Service

Aung Yadana Hospital has 4 operation theaters inside and 3 rooms for normal and 1 room for septic and there is one delivery room for pregnant mothers. It is well-equipped operating theaters with an international standard and a centrally integrated and observed critical care unit with the latest equipment to ensure the best possible surgical outcomes for patients.

Central Sterilization Department is also important for Aung Yadana Hospital. It washes and sterilizes operation instrument by using three steps infection control arrangements with Equipment under the International Standards and Procedures.

3.1.7 Specialist OPD Services

It is offered for specialist outpatient care by more than 50 specialists as the schedule. Clean, spacious and comfortable waiting place was done to get suitable waiting time for patient and patient attendants. All patients have to register on the Hospital Information System (HIS) at the reception counter first. Booking system is adopting for specialist consultant service. OPD Service room has confidentiality for physical examination for the patients and use disposable sterile consumables.

3.2 Knowledge Sharing Practices of Aung Yadana Hospital

There are 4 main categories in practicing knowledge sharing in Aung Yadana Hospital. These categories are Health Care Knowledge, Human Communication, System and Discipline of Organization and knowledge of the changing technology.

For every non-medical post, Aung Yadana Hospital does not appoint staff directly. Organization opens a 6 months training program. The teachers are the manager and director of Aung Yadana Hospital. Organization chooses, selects and appoints as new staff among these trainees. During these 6 months, these trainees have been taught about all four categories and work as on job trainee about 2 months. Thus, the newly appointed staff know thoroughly about the working nature of Aung Yadana Hospital. There has been using this practice nearly a decade so that the relationship of the management team and staff and the relationship between staffs are very kind, friendly and respect so that the trust are already created and team work decision making and performance are done.

For the post of medical professional such as medical Officer, Nurses, medical technologist, radiographer and pharmacist, after appointing we make 2 days orientation training about related knowledge and 4 categories training. Therefore, they know not only updating technological knowledge but also the working nature and system of Aung Yadana Hospital. Aung Yadana Hospital practices organization nature as every department has responsibility to make briefing in the beginning of the duty and review the respective duty and complaints before

going back home by specific department supervisor. The Management team is the team of the respective department managers so that they know about the performance of every department. They are going around the whole hospital in the morning so that they can check and shared their knowledge if someone need to ask about the procedure of patient care, patient complaint or technology affair.

Every 3 months the management team make a general staff meeting and a medical staff meeting. In these meeting, organization presents one or two case scenario and share knowledge between staff and management and request the staff how will they operate and why they are thinking to do like this. Aung Yadana Hospital applause their option and ideas and if there is better way to deal with, we present it and explain why it will be the better way. The management team also arrange refresher course for the required staffs in every 3 months and arrange Continuous Medical Education (CME) for the doctors and Continuous Nurse Education (CNE) for the Nurses.

For the organizational support, Aung Yadana Hospital cooperate with medical equipment company and pharmaceutical company for the knowledge and training of new equipment, technology and new products. These company arrange to attend the symposium and training program in local and oversea country. They also arrange for the webinar and seminar with the local or foreign expert one or two time for the respective department every year. After attending the knowledge program, the attendees have to report to the management team about training and record in the administration department. Then management team arrange knowledge sharing program for the staffs.

The hospital makes the infrastructure for the sharing of knowledge such as WIFI in the respective area and make 3G device for 24/7 access to the internet. Then we created viber groups for the respective department and they can share and ask in viber group. There is a library in the hospital and the BOD are supplied updated books and laptops to study and watch videos in the internet or youtube. The management team create a knowledge bank and knowledge sharing culture in the organization. The healthcare technology are improving a lot and the update medicine are emerging so that Aung Yadana Hospital arrange and provide their staffs to study these with respective supplier and for the new disease and new treatment options, the hospital arrange CME and CNE with respective specialists.

3.3 Reliability Analysis

The alpha of Cronbach is a measure of internal consistency, which is how closely a set of things are associated as a group. It is regarded as an indicator of the reliability of the scale. Alpha checks by Cronbach to see if multiple-question Likert scale surveys are accurate. These questions measure latent variables, concealed or unobservable variables such as the consciousness of an individual or openness, which are very difficult to measure in the interest variable (Tavakol & Dennick, 2017). The table below shows the accuracy of each variable. If the alpha is greater than 0.7, the efficiency is excellent. If the alpha is lower than 0.5, the efficiency is poor. The following skim rules: 'Cronbach's alpha values are greater than 0.9 and are classified as excellent, alpha values greater than 0.8 are defined as good, alpha values greater than 0.7 are defined as acceptable, alpha values greater than 0.6 are defined as questionable, alpha values greater than 0.5 are defined as poor, and alpha values less than 0.5 are defined as unacceptable (Gliem & Gliem, 2015). The reliability test for the instrument was performed using the Alpha coefficient of Cronbach.

Table (3.1) Reliability of Analysis

Sr No.	Scale items	No. of Items	Cronbach's Alpha
1	Enjoyment in helping others	5	0.863
2	Knowledge self-efficacy	5	0.748
3	Trust	5	0.892
4	Top management Support	5	0.918
5	Organizational culture	5#	0.975#
6	Organizational Rewards	5	0.824
7	ICT Use	4	0.883
8	Infrastructure	4	0.753
9	Knowledge Sharing	7	0.922
10	Organizational Performance	8	0.923

Source: Survey Data, 2022

The summary of the reliability test based on Cronbach Alpha Coefficient for the scale items in the study are mentioned in the Table (3.1). According to Table (3.1), Cronbach's alpha for knowledge self-efficacy and infrastructure were 0.748 and 0.753 respectively which indicates that the scales have acceptable reliability. The alpha for enjoyment in helping others,

trust, organizational rewards and ICT use of Cronbach were 0.863, 0.892, 0.824 and 0.883 respectively, which explains the strong reliability of the scales. Cronbach's alpha of top management support, organizational culture, knowledge sharing and organizational performance were 0.918, 0.975, 0.922 and 0.923 which shows that the scales have excellent reliability.

3.4 Profile of Respondents

The demographic features of the respondents are the first step in determining the effect of knowledge sharing on organizational performance of Aung Yadana Hospital, Yangon. Gender, age, marital status, education level, employment status, and working experience are all defined in it. The demographic profile of 200 respondents randomly selected from employees of Aung Yadana Hospital, Yangon. The demographic information of the respondents is presented in Table (3.2).

According to the Table (3.2), most employees are female and they represent 56.5% of the respondents while male takes the remaining. Thus, majority of employees in Aung Yadana Hospital is female employees. Single respondents are 75.5% and 24.5 % are married. Thus, 151 respondents are single and 49 respondents are married in the 200 respondents in which single percentage is greater than married percentage in Aung Yadana Hospital, Yangon.

In additions, the largest age group is between 21 to 30 years old and they represent 54.5% of the respondents. The second largest groups are between 31 to 40 years old representing with 31% of the employees. The minority groups of the respondents are under and equal 20 years, 41 to 50 years and above 50 represent 7%, 6.5% and 1% respectively of the total respondents. Therefore, majority of employees in Aung Yadana Hospital is middle age people.

Among 200 respondents, 58% of respondents are non-healthcare professional and they contribute the largest portion. 42% of the respondents represent are healthcare professional. Generally, it is showed that Aung Yadana Hospital is using healthcare professional by almost half of the respondents and providing health care services for patients.

Table (3.2) Demographic Profile of Respondents

Particulars	No. of Respondents	Percentage (%)
Gender		
Male	67	33.5
Female	133	56.5
Marital status		
Single	151	75.5
Married	49	24.5
Age (Years)		
Under and equal to 20	14	7
21-30	109	54.5
31-40	62	31
41-50	13	6.5
Over 50	2	1
Employment Status		
Non-healthcare Professional	116	58
Healthcare Professional	84	42
No. of Working Experience (Years)		
Under 1 Year	24	12
1 – 3 years	89	44.5
4 – 6 years	76	38
7 – 9 years	9	4.5
10 and above	2	1
Total	200	100

Source: Survey Data, 2021

According to the survey data, 12% of employees have been working in under 1 year. 44.5% of the employees have been working in Aung Yadana Hospital from 1 to 3 years. 38% of the employees have working experience from 4 to 6 years. 4.5% of the employees have working experience from 7 to 9 years. Above 9 years' experience at Aung Yadana Hospital by 1%. Thus, majority group of Aung Yadana Hospital's employees have been working at the company 1 to 3 years.

CHAPTER 4

ANALYSIS OF KNOWLEDGE SHARING AND ORGANIZATIONAL PERFORMANCE OF AUNG YADANA HOSPITAL

This study explores the knowledge sharing factors, knowledge sharing and organizational performance of Aung Yadana Hospital. For this purpose, knowledge sharing factors, knowledge sharing and organizational performance are measured by the responses from 200 employees in Aung Yadana Hospital by using structured questionnaire. This chapter presents the detail information about the factors influencing on knowledge sharing and the analysis on influencing knowledge sharing factors, knowledge sharing and organizational performance.

4.1 Antecedents of Knowledge Sharing

The objective of the study is to determine the effect of knowledge sharing on organizational performance of Aung Yadana Hospital, Yangon. The influencing factors of knowledge sharing are individual factors, organizational factors and technological factors. In order to investigate factors influencing on knowledge sharing practices of Aung Yadana Hospital, this study used 5-point Likert scales in which score 1 to 5 represents the level of strongly disagree to strongly agree. These enabled the interpretation of the responses from the questionnaires. In this study, the mean values from descriptive statistics are used to analyze the data.

4.1.1 Individual Factors of Knowledge Sharing

This section examines the individual factors of knowledge sharing. It has three factors namely, enjoyment in helping others, knowledge self-efficacy and trust. The five-point Likert scale questionnaire is used to measure the following factors.

(a) Enjoyment in Helping Others

The first point of individual factor of knowledge sharing is enjoyment in helping others. The descriptive analysis of the enjoyment in helping others including means of each statement are also mentioned in Table (4.1).

Table (4.1) Enjoyment in Helping Others

No.	Enjoyment in Helping Others	Mean
1	Sharing knowledge with colleagues	4.49
2	Helping colleagues by sharing knowledge.	4.57
3	Having good feeling to help someone by sharing knowledge	4.61
4	Sharing knowledge with colleagues is pleasurable.	4.57
5	Believing knowledge sharing has no cost and loss.	4.62
	Overall Mean	4.57

Source: Survey Data, 2022

According to Table (4.1), the highest mean value is believing knowledge sharing has no cost and loss with 4.62 which indicates that employees assume that they do not have to spend more money or loss because of the knowledge sharing. Although the lowest mean value is sharing knowledge with colleagues with 4.49, the value of mean is greater than 3. Therefore, it shows that employees of Aung Yadana Hospital share their knowledge among colleagues. The overall average means value is 4.57. From this finding, it can be assumed that the employees have enjoyment in helping others.

(b) Knowledge Self-Efficacy

The second point of individual factor of knowledge sharing is knowledge self-efficacy. The descriptive analysis of the knowledge self-efficacy including means of each statement are also mentioned in Table (4.2).

According to Table (4.2), the highest mean value is believing experience can improve work efficiently and productively with 4.29 which indicates that employees believe that if they combine experience with their knowledge, productivity will be increased and work will be more efficient. Although the lowest mean value is any differences for sharing knowledge with colleagues with 3.83, the value of mean is greater than 3. Therefore, it shows that sharing knowledge does not mean that there is no difference in practice among colleagues. The overall average means value is 4.12 which shows that employees have knowledge self-efficacy and work efficiently based on this knowledge in their workplace.

Table (4.2) Knowledge Self-Efficacy

No.	Knowledge Self-Efficacy	Mean
1	Confidence in ability to provide knowledge that others in company consider valuable	4.23
2	Believing experience can improve work efficiently and productively.	4.29
3	Having the expertise required to provide valuable knowledge for company.	4.06
4	It does not really make any difference for sharing knowledge with colleagues.	3.83
5	Most other employees can provide more valuable knowledge	4.18
	Overall Mean	4.12

Source: Survey Data, 2022

(c) Trust

The third point of individual factor of knowledge sharing is trust. The descriptive analysis of the trust including means of each statement are also mentioned in Table (4.3).

According to Table (4.3), the highest mean value is if colleagues getting into difficulties at work, employees would try and help with 4.42 which indicates that employees are willing to help each other when they have difficulties in workplace. Although the lowest mean value is trusting knowledge of my colleagues with 4.21, the value of mean is greater than 3. Therefore,

it can be assumed that employees trust each other's' experience and knowledge. The overall average means value is 4.32 which shows that high levels of employee trust can lead to better knowledge sharing and shared goals.

Table (4.3) Trust

No.	Trust	Mean
1	Trusting knowledge between colleagues.	4.21
2	Having full confidence in the skills of colleagues	4.33
3	If getting into difficulties at work, employees would try and help their colleagues out.	4.42
4	If sharing knowledge in organization, colleagues will believe that is very concerned about their welfare (wellbeing).	4.40
5	If sharing knowledge with organization, colleagues will feel very confident about skill and capability.	4.27
	Overall Mean	4.32

Source: Survey Data, 2022

4.1.2 Organizational Factors of Knowledge Sharing

This section examines the organizational factors of knowledge sharing. It has three factors namely, top management, organizational culture and organizational rewards. The five-point Likert scale questionnaire is used to measure the following factors.

(a) Top Management Support

The first point of organizational factor of knowledge sharing is top management. The descriptive analysis of the top management support including means of each statement are also mentioned in Table (4.4).

According to Table (4.4), the highest mean value is top managers think that encouraging knowledge sharing with colleagues is beneficial with 4.46 which shows that managers believe

knowledge sharing can lead to better communication and increased productivity among employees in workplace. Although the lowest mean value is top managers support employees to attend knowledge sharing conference, symposium and webinar with 4.39, the value of mean is greater than 3. Therefore, it can be assumed that managers create knowledge sharing programs to give employees a broader knowledge base. The overall average means value is 4.43 which shows that top managers also support employees with knowledge sharing.

Table (4.4) Top Management Support

No.	Top Management Support	Mean
1	Encouraging knowledge sharing with colleagues is beneficial.	4.46
2	Always support and encourage employees to share their knowledge with colleagues.	4.45
3	Providing most of the necessary help and resources to enable employees to share knowledge.	4.44
4	Supporting employee to attend knowledge sharing conference, symposium and webinar.	4.39
5	Top managers are keen to see that the employees are happy to share their knowledge with colleagues.	4.45
	Overall Mean	4.43

Source: Survey Data, 2022

(b) Organizational Culture

The second point of organizational factor of knowledge sharing is organizational culture. The descriptive analysis of the organizational culture including means of each statement are also mentioned in Table (4.5).

According to Table (4.5), the highest mean value is knowledge sharing includes in daily work process in organization with 4.05 which shows that organization is very specific about knowledge sharing as a daily work. The lowest mean value is organization support cooperation rather than competition with 3.83, which means organization needs to give more priority to cooperation. The overall average means value is 3.91 which shows that organization need to

emphasize on innovation will more likely help in implementing intranet knowledge management system and help information sharing through norms and practices that encourage knowledge sharing.

Table (4.5) Organizational Culture

No.	Organizational Culture	Mean
1	Organization encourages new idea and focus on learning from failure	3.98
2	Managers consult team members to make decision and solve problem	3.84
3	Organization encourages group interaction regarding knowledge sharing	3.86
4	Organization support cooperation rather than competition	3.83
5	In the organization, knowledge sharing includes in daily work process	4.05
	Overall Mean	3.91

Source: Survey Data, 2022

(c) Organizational Rewards

The third point of organizational factor of knowledge sharing is organizational rewards. The descriptive analysis of the organizational rewards including means of each statement are also mentioned in Table (4.6).

According to Table (4.6), the highest mean value is sharing knowledge with colleagues should be rewarded with a higher bonus with 4.33 which shows that by sharing knowledge from each other, employees want bonus from organization. The lowest mean value is sharing knowledge with colleagues should be rewarded with a promotion with 4.21, which means organization needs to consider whether or not to promote knowledge sharing employees. The overall average means value is 4.28 which shows that organization needs to offer financial benefits such as higher salary and bonuses and it can also entertain the employees through non-financial benefits such as promotion on job and job security as well.

Table (4.6) Organizational Rewards

No.	Organizational Rewards	Mean
1	Sharing knowledge with colleagues should be rewarded with a higher salary.	4.29
2	Sharing knowledge with colleagues should be rewarded with a higher bonus.	4.33
3	Sharing knowledge with colleagues should be rewarded with better allowance.	4.29
4	Sharing knowledge with colleagues should be rewarded with a promotion.	4.21
5	Sharing knowledge with colleagues should be rewarded with an increased job security.	4.31
	Overall Mean	4.28

Source: Survey Data, 2022

4.1.3 Technological Factors of Knowledge Sharing

This section examines the technological factors of knowledge sharing. It has two factors namely; ICT use and infrastructure. The five-point Likert scale questionnaire is used to measure the following factors.

(a) ICT Use

The first point of technological factors of knowledge sharing is ICT use. The descriptive analysis of the ICT use including means of each statement are also mentioned in Table (4.7).

According to Table (4.7), the highest mean value is employees make use of electronic media to access better knowledge with 4.22 which shows that employees are familiar with technology to access better knowledge. The lowest mean value is organization uses technology that allows employees to share knowledge with other persons outside the organization with 4.06, which means organization needs to use more technology to share knowledge with outside person. The overall average means value is 4.16 which shows that organization also encourages employees to become familiar with ICT trends.

Table (4.7) ICT Use

No.	ICT Use	Mean
1	Employees make use of electronic media (online webinar and conference) to access better knowledge.	4.22
2	Employees use knowledge networks (messenger, intranet, virtual communities, etc.) to communicate with colleagues.	4.16
3	Organization uses technology that allows employees to share knowledge with other persons inside the organization.	4.21
4	Organization uses technology that allows employees to share knowledge with other persons outside the organization.	4.06
	Overall Mean	4.16

Source: Survey Data, 2022

(b) Infrastructure

The second point of technological factor of knowledge sharing is infrastructure. The descriptive analysis of the infrastructure including means of each statement are also mentioned in Table (4.8).

According to Table (4.8), the highest mean value is ICT infrastructure (Internet, Intranet) is available in the hospital with 4.42 which shows that organization always provide ICT infrastructure to share knowledge among employees. The lowest mean value is hospital provides hardware system to help and support knowledge network with 4.19, which means that organization needs to upgrade hardware system for knowledge sharing. The overall average means value is 4.26 which shows that organization's ICT infrastructure is enough to provide employees for knowledge sharing.

Table (4.8) Infrastructure

No.	Infrastructure	Mean
1	ICT infrastructure is available in the hospital.	4.42
2	The hospital has the infrastructure to provide knowledge sharing activities.	4.23
3	The hospital provides hardware system to help and support knowledge network.	4.19
4	Organization has technical support and maintenance of IT system.	4.21
	Overall Mean	4.26

Source: Survey Data, 2022

The results of descriptive analysis including overall means of influencing factors are also mentioned in Table (4.9).

Table (4.9) Summary of Influencing Factors on Knowledge Sharing

No.	Description	Mean
1	Individual Factors	4.34
2	Organizational Factors	4.21
3	Technological Factors	4.21
	Overall Mean	4.25

Source: Survey Data, 2022

According to Table (4.9), the highest mean value is individual factors with 4.34 which shows that the most influential factor for knowledge sharing is individual factor. As a result, organizational factor and technological factor are less influential for knowledge sharing. Although these factors are less influential, they have an impact on knowledge sharing.

4.2 Knowledge Sharing at Aung Yadana Hospital

This section examines the knowledge sharing of Aung Yadana Hospital. this study used 5-point Likert scales in which score 1 to 5 represents the level of strongly disagree to strongly agree. These enabled the interpretation of the responses from the questionnaires. In this study, the mean values from descriptive statistics are used to analyze the data.

According to Table (4.10), the highest mean value is colleagues in company share knowledge each other when someone ask with 4.44 which shows that when someone ask for help because they do not know, employees share each other what they know with their colleagues. Although the lowest mean value is sharing knowledge among colleagues is considered normal in company with 4.30, the value of mean is greater than 3. Therefore, it shows that knowledge sharing is a routine for employees. The overall average means value is 4.38 which shows that knowledge sharing practices are valued not only by the organization but also by employees.

Table (4.10) Knowledge Sharing

No.	Knowledge Sharing	Mean
1	If there has learned something new, tell to colleagues about it.	4.43
2	If there has learned something new, colleagues tell to other about it.	4.33
3	Knowledge sharing among colleagues is considered normal in company.	4.30
4	Sharing information when colleagues ask for it.	4.42
5	Sharing skill when colleagues ask for it.	4.41
6	Colleagues in company share knowledge with when employees ask them to.	4.44
7	Colleagues in company share their skills with when employees ask them to.	4.37
	Overall Mean	4.38

Source: Survey Data, 2022

4.3 Organizational Performance of Aung Yadana Hospital

This section examines the organizational performance of Aung Yadana Hospital. this study used 5-point Likert scales in which score 1 to 5 represents the level of strongly disagree to strongly agree. These enabled the interpretation of the responses from the questionnaires. In this study, the mean values from descriptive statistics are used to analyze the data.

According to Table (4.11), the highest mean value is improve patient's safety with 4.54 which shows that knowledge sharing can increase knowledge for employees and be more effective in treatment for patients. Although the lowest mean value is decreasing the number of complaints with 3.96, the value of mean is greater than 3. Therefore, it can be assumed that complaints have been reduces because employees can connect with each other by sharing knowledge. The overall average means value is 4.30 which shows that organizational performance has been increased by knowledge sharing.

Table (4.11) Organizational Performance

No.	Organizational Performance	Mean
1	Increase in the service or care delivered on time.	4.48
2	Decrease in inventory levels.	4.02
3	Decrease number of complaints.	3.96
4	Increase in service quality.	4.49
5	Improved capacity utilization.	4.35
6	Improve Patient Safety	4.54
7	Improve Job Satisfaction	4.22
8	Improvement in working environment	4.35
	Overall Mean	4.30

Source: Survey Data, 2022

4.4 Analysis on Influencing Factors on Knowledge Sharing

The multiple regression analysis is conducted to find out the effect of influencing factors on knowledge sharing of Aung Yadana Hospital. In multiple regression models, knowledge sharing is used as dependent variable. The three influencing factors of knowledge sharing such as individual factors, organizational factors and technological factors are used as independent variables. The result of SPSS output analyzing effect of influencing factors on knowledge sharing of Aung Yadana Hospital is shown in Table (4.12).

Table (4.12) Effect of Influencing Factors on Knowledge Sharing

Variable	Unstandardized Coefficients		Standardized Coefficient (Beta)	t	Sig
	B	Std. Error			
(Constant)	.843	.242		3.478	.001
Individual	.556***	.082	.485	6.792	.000
Organizational	.228***	.071	.257	3.214	.002
Technological	.040	.045	.060	0.893	.373
R Square	.541				
Adjusted R Square	.534				
Durbin Watson	.759				
F-Test	76.896***				

Source: Survey Data, 2022

Notes: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10%

In Table (4.12), since the value of the adjusted R square is 0.534. It can be interpreted that 53.4 percent of the variation of knowledge sharing can be explained by the individual factors, organizational factors and technological factors. The value of F-test, the overall significance of the model, which is highly significant at 1% level, confirms the validity of the specified model. Moreover the value of Durbin-Watson is 1.759 which lies between the acceptable reference range of 1.5 and 2.5.

The coefficient of the individual factors and organizational factors are highly significant at 1 percent level and the coefficient of the technological factors are not significant. According to the results, individual factors have a significant positive effect on knowledge sharing.

According to the value of standard coefficient (β), individual factors are the largest contribution factors to analyze the factors influencing on knowledge sharing of Aung Yadana Hospital followed by organizational factors.

4.5 Analysis on Knowledge Sharing on Organizational Performance

The multiple regression analysis is performed to find out the effect of knowledge sharing on organizational performance of Aung Yadana Hospital. In multiple regression models, organizational performance is used as dependent variable and knowledge sharing is used as independent variables. The result of SPSS output analyzing effect of knowledge sharing on organizational performance of Aung Yadana Hospital is shown in Table (4.13).

Table (4.13) Effect of Knowledge Sharing on Organizational Performance

Variable	Unstandardized Coefficients		Standardized Coefficient (Beta)	t	Sig
	B	Std. Error			
(Constant)	.913	.306		2.985	.000
Knowledge Sharing	.776***	.069	.623	11.193	.000
R Square	.388				
Adjusted R Square	.384				
Durbin Watson	.092				
F-Test	125.284***				

Source: Survey Data, 2022

Notes: *** Significant at 1% level; ** Significant at 5% level; * Significant at 10%

In Table (4.13), since the value of the adjusted R square is 0.384. It can be interpreted that 38.4 percent of the variation of organization performance can be explained by the

knowledge sharing. The value of F-test, the overall significance of the model, which is highly significant at 1% level, confirms the validity of the specified model.

According to the result, it was also presented in this research that once knowledge sharing is being practiced, it will definitely improve different areas in an organization such as improvement in the employee's competencies like knowledge, skills and abilities, improvement in the employee's work quality and work performance, improvement on the business processes, improvement on the customers satisfaction, and improvement on the organization performance in general.

CHAPTER 5

CONCLUSION

This chapter is composed with findings and discussions from the result of the study. Suggestions and recommendations also include in this chapter. This chapter also includes the suggestions for the further study needs for the healthcare industry.

5.1 Findings and Discussions

This study aims to observe the effect of knowledge sharing on organizational performance of Aung Yadana Hospital. Therefore, it analyzed which factors are influence on Aung Yadana Hospital's knowledge sharing to keep organizational performance. This study only focuses on the effect of knowledge sharing on organizational performance of Aung Yadana Hospital. In this study, descriptive research method has been used to explore the knowledge sharing on organizational performance of Aung Yadana Hospital. To find out the most influence factor of knowledge sharing and the effect of knowledge sharing on organizational performance, a structures questionnaire with five-point Likert scale had been use. This study was thoroughly done by collecting structure questionnaire to 200 employees of Aung Yadana Hospital.

According to the demographic data, this study found that most of the employees were female by age range between 20 years to 30 years and single respondents were high. It was also found that, most of the employees are non-healthcare professional. Moreover, most of the employees had working experience by range between 1 to 6 years. This result shows that most of the employees are mature and experience. Therefore, organization can expect higher performance from employees when it lead more effectively because mature employees can bring different way of thinking to organization and share their experience and knowledge for their colleagues. Most mature employees are eager to learn, build their experience and apply their skills in the workforce. This enthusiasm is great for team building, productivity and workplace moral.

Regarding the individual factors, enjoyment in helping others has strong positive effect on individual factors among three variables. It was found that employees assume that they do not have to spend more money or loss because of the knowledge sharing. Moreover, employees believe that if they combine experience with their knowledge, productivity will be increased

and work will be more efficient. Employees have knowledge self-efficacy and work efficiently based on this knowledge in their workplace. Employees are willing to help each other when they have difficulties in workplace and they trust each other's experience and knowledge. The study shows that most of the participants work in team or believe in team work and this makes easier the knowledge sharing practice among the health workers.

Regarding the organizational factor, it was found that managers believe knowledge sharing can lead to better communication and increased productivity among employees in workplace. Organization is very specific about knowledge sharing as a daily work and top managers also support employees with knowledge sharing. Employees want bonus from organization by sharing knowledge from each other.

As technological factors, it was also found that employees are familiar with technology to access better knowledge and organization also encourages employees to become familiar with ICT trends. Organization always provide ICT infrastructure to share knowledge among employees. Organization's ICT infrastructure is enough to provide employees for knowledge sharing.

Regarding the knowledge sharing, most of the staffs in the hospital are helping each other when someone need helps and they are willing to share not only their experiences and knowledges but also share and guide practices and skills.

As organization performance, knowledge sharing increases in improving patient's safety because all the patient care team members obtain the experience and problem solving skill from each other and helping each other. It can also reduce the patient complaints.

In this study most of the respondents have mutual trust and have appropriate personality for knowledge sharing but only half of them were frequently engaged in knowledge sharing practice. To share their knowledge most of them use face to face communication and by combining face to face with observation.

From the analysis of influencing factors and knowledge sharing, individual factor and organizational factor have positive effect on knowledge sharing which indicates the increase in individual factor and organizational factor lead to the effect on knowledge sharing of Aung Yadana Hospital. Thus, the individual factor and organizational factor practiced by the organization plays a very important role for knowledge sharing. However, technological factor has no effect on knowledge. According to the result from analysis on the effect of knowledge sharing and organizational performance, knowledge sharing has the significantly positive

effect on organizational performance. It was found that knowledge sharing has relationship with organizational performance of Aung Yadana Hospital. It was also presented in this research that once knowledge sharing is being practiced, it will definitely improve different areas in an organization.

5.2 Suggestions and Recommendations

As health care organizations are knowledge intensive organizations thus the knowledge is created by the health care professionals and the created knowledge interpreted into the organizational knowledge; this requires effective knowledge management and knowledge sharing practice. This practice helps to deal with diverse problems, helps to address organizational goals and to deliver quality service.

The results of this study provide several benefits for Aung Yadana Hospital, other private hospitals and healthcare organizations. Aung Yadana Hospital can create higher level of organizational performance by sharing knowledge with the three influencing factors of knowledge sharing. Thus, the importance of these three factors on knowledge sharing and the effect of knowledge sharing on organizational performance were explored in this study.

In practice, the findings of this study may be useful for organizations looking to develop a knowledge sharing culture by concentrating on many aspects that might help them improve their innovation potential through knowledge sharing, as well as their market share and performance. Employees should be able to communicate with one another in a friendly environment to share their experience, perspectives, thoughts, opinions, and helpful information, which will be beneficial not only to their personal development but also to the firm.

To foster a culture of information sharing, top management should give employees opportunities to communicate with them and instill confidence, encouragement, and motivation in them. Because this study also found that employees' satisfaction in assisting others has a substantial impact on their knowledge sharing activities, management should take steps to boost employees' enjoyment levels, which will increase their confidence in sharing knowledge. Furthermore, management could encourage knowledge self-efficacy in their employees by offering appropriate feedback and recruiting individuals that are more proactive, self-assured, and intrinsically motivated. However, this study found that benefits (such as bonuses, raises in income, promotions, and job stability) have little bearing on information sharing.

Management should also be aware of the importance of investing in various information technologies to facilitate quick connection and communication. To begin, provide sufficient training and knowledge to personnel, particularly those working in manufacturing environments, and this investment will pay off. Also, make this technical investment available to all employees at all levels of the firm. Finally, firms must concentrate on innovation in order to survive in the face of globalization and fierce competition.

Organization should provide its administration by giving technical and non-technical support to have a knowledge sharing structure which facilitate and encourage the health professionals to share their knowledge and practice. The health care professionals who have more working experience should take a responsibility to transfer their experience knowledge to the new workers or for less experienced workers. The professionals need to use other mechanisms like phone, internet in addition to face to face and observation to improve their knowledge sharing practice. The health care professionals should increase their ICT usage for knowledge sharing.

From a managerial standpoint, hospital management and the head of knowledge should focus more on building an environment where staff can create good subjective standards and a posture toward knowledge management and sharing. This will necessitate the promotion of a range of cultural variables, including professional autonomy, communication and association structure, and past study recommendations. This will necessitate the use of data from earlier investigations. From a technological aspect, knowledge management systems should be created to perform more successfully based on all of these variables.

Organization needs to have a quality health care service, knowledge sharing among health care professionals is important because medical knowledge is dynamic by its nature. So, each health professional should update his/her knowledge timely. And also, most of individual knowledge reside in the heads of the professionals in order to use, share and reuse the knowledge the hospital need to have a structured framework. Thus, Aung Yadana Hospital should give emphasis to facilitate the knowledge sharing.

5.3 Needs for Further Research

This study focuses on to analyze effect of knowledge sharing on organizational performance of Aung Yadana Hospital. Due to time and resources limitation, the survey data is collected 200 respondents. Therefore, this survey did not cover the whole population of

employees in Aung Yadana Hospital. This study only emphasized on healthcare sector. Therefore, further research should be conducted to other sectors by using larger number of respondents. And also, further research can be conducted by using different type of respondents to understand the different influencing factors and different effect of knowledge sharing on organizational performance. If each hospital can conduct this research for their own, it would be a great help to understand the influencing factors of knowledge sharing and know how the knowledge sharing can effect on performance in organization.

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APPENDIX – A

The Effect of Knowledge Sharing Practices on Organizational Performance of Aung Yadana Hospital (Yangon)

Dear Participant,

I'm a student of Yangon University of Economic, Department of Management Studies and conducting this survey as one of the fulfillments for completing my study of Master of Business Administration (EMBA). The purpose of this study is to examine the effect of knowledge sharing practices on organizational performance of Aung Yadana Hospital (Yangon). This is completely voluntary, and all your responses would be anonymous. It will take an average of 10-15 minutes to fill it out. Thank you so much for your time and kind support.

Personal Profile

Choose the suitable answer and tick (✓) in the box given for each question.

1. Gender

Male

Female

2. Age (Years)

Under and equal to 20

21-30

31-40

41-50

Over 50

3. Marital Status

Single

Married

4. Employment Status

Non-healthcare Professional

Healthcare Professional

5. Number of Working Experience

Under 1 year

1 to 3 years

4 to 6 years

7 to 9 years

Above 10 years

Section (A)

Knowledge Sharing Practices

Please, indicate your opinion by marking the appropriate box on the 5 point Likert scale where:

1=Strongly Disagree 2= Disagree 3=No Opinion 4=Agree 5=Strongly Agree

No.	Knowledge Sharing Practices (Individual Factors)	Scale				
		1	2	3	4	5
Do you feel enjoyment in helping others?						
1	I enjoy sharing my knowledge with colleagues.	1	2	3	4	5
2	I enjoy helping colleagues by sharing my knowledge.	1	2	3	4	5
3	It feels good to help someone by sharing my knowledge.	1	2	3	4	5
4	Sharing my knowledge with colleagues is pleasurable.	1	2	3	4	5
5	I believe knowledge sharing has no cost and loss.	1	2	3	4	5

No.	Knowledge Sharing Practices (Individual Factors)	Scale				
		1	2	3	4	5
Are you confident to share your knowledge with your colleagues?						
1	I am confident in my ability to provide knowledge that others in my company consider valuable.	1	2	3	4	5
2	I believe my experience can improve work efficiently and productively.	1	2	3	4	5
3	I have the expertise required to provide valuable knowledge for my company.	1	2	3	4	5
4	It does not really make any difference whether I share my knowledge with colleagues.	1	2	3	4	5
5	Most other employees can provide more valuable knowledge than I can.	1	2	3	4	5

No.	Knowledge Sharing Practices (Individual Factors)	Scale				
		1	2	3	4	5
Trust within organization						
1	I trust knowledge of my co-workers.	1	2	3	4	5
2	I have full confidence in the skills of my coworkers.	1	2	3	4	5
3	If I got into difficulties at work, I know my coworkers would try and help me out.	1	2	3	4	5
4	If I share knowledge in my organization my colleagues will believe that I am very concerned about their welfare (wellbeing).	1	2	3	4	5
5	If I share knowledge with my organization my colleagues will feel very confident about my skill and capability.	1	2	3	4	5

No.	Knowledge Sharing Practices (Organizational Factors)	Scale				
		1	2	3	4	5
Did top management support is helpful in knowledge sharing?						
1	Top managers think that encouraging knowledge sharing with colleagues is beneficial.	1	2	3	4	5
2	Top managers always support and encourage employees to share their knowledge with colleagues.	1	2	3	4	5
3	Top managers provide most of the necessary help and resources to enable employees to share knowledge.	1	2	3	4	5
4	Top managers support employee to attend know sharing conference, symposium and webinar.	1	2	3	4	5
5	Top managers are keen to see that the employees are happy to share their knowledge with colleagues.	1	2	3	4	5

No.	Knowledge Sharing Practices (Organizational Factors)	Scale				
		1	2	3	4	5
Does the organization create knowledge sharing culture?						
1	Our organization encourages new idea and focus on learning from failure	1	2	3	4	5
2	Manager in our organization consult team members to make decision and solve problem	1	2	3	4	5
3	Our organization encourages group interaction regarding knowledge sharing	1	2	3	4	5
4	Organization support cooperation rather than competition	1	2	3	4	5
5	In the organization, knowledge sharing includes in daily work process	1	2	3	4	5

No.	Knowledge Sharing Practices (Organizational Factors)	Scale				
		1	2	3	4	5
Should Knowledge sharing entertained with organizational rewards?						
1	Sharing my knowledge with colleagues should be rewarded with a higher salary.	1	2	3	4	5
2	Sharing my knowledge with colleagues should be rewarded with a higher bonus.	1	2	3	4	5
3	Sharing my knowledge with colleagues should be rewarded with better allowance.	1	2	3	4	5
4	Sharing my knowledge with colleagues should be rewarded with a promotion.	1	2	3	4	5
5	Sharing my knowledge with colleagues should be rewarded with an increased job security.	1	2	3	4	5

No.	Knowledge Sharing Practices (Technological Factors)	Scale				
		1	2	3	4	5
Is Information and communication technology (ICT) helped you in knowledge sharing?						
1	Employees make use of electronic media (such as online webinar and conference) to access better knowledge.	1	2	3	4	5
2	Employees use knowledge networks (such as messenger, intranet, virtual communities, etc.) to communicate with colleagues.	1	2	3	4	5
3	My company uses technology that allows employees to share knowledge with other persons inside the organization.	1	2	3	4	5
4	My company uses technology that allows employees to share knowledge with other persons outside the organization.	1	2	3	4	5

No.	Knowledge Sharing Practices (Technological Factors)	Scale				
		1	2	3	4	5
ICT infrastructure?						
1	ICT infrastructure (Internet, Intranet) is available in the hospital.	1	2	3	4	5
2	The hospital has the infrastructure to provide knowledge sharing activities.	1	2	3	4	5
3	The hospital provides hardware and system to help and support knowledge network.	1	2	3	4	5
4	There is technical support and maintenance of IT system.	1	2	3	4	5

Section (B)
Knowledge Sharing

Please, indicate your opinion by marking the appropriate box on the 5 point Likert scale where:
1=Strongly Disagree 2= Disagree 3=No Opinion 4=Agree 5=Strongly Agree

No.	Knowledge Sharing	Scale				
		1	2	3	4	5
Did you and your colleagues share new knowledge with each other?						
1	When I have learned something new, I tell my colleagues about it.	1	2	3	4	5
2	When they have learned something new, my colleagues tell me about it.	1	2	3	4	5
3	Knowledge sharing among colleagues is considered normal in my company.	1	2	3	4	5
4	I share information I have with colleagues when they ask for it.	1	2	3	4	5
5	I share my skills with colleagues when they ask for it.	1	2	3	4	5
6	Colleagues in my company share knowledge with me when I ask them to.	1	2	3	4	5
7	Colleagues in my company share their skills with me when I ask them to.	1	2	3	4	5

Section (C)
Organizational Performance

Please, indicate your opinion by marking the appropriate box on the 5 points Likert scale where:
1=Strongly Disagree 2= Disagree 3=No Opinion 4=Agree 5=Strongly Agree

No.	Organizational Performances	Scale				
		1	2	3	4	5
Please indicate the extent to which you perceive that your company's operational performance has achieved each of the following during the past years.						
1	Increase in the service or care delivered on time.	1	2	3	4	5
2	Decrease in inventory levels.	1	2	3	4	5
3	Decrease number of complaints.	1	2	3	4	5
4	Increase in service quality.	1	2	3	4	5
5	Improved capacity utilization.	1	2	3	4	5
6	Improve Patient Safety	1	2	3	4	5
7	Improve Job Satisfaction	1	2	3	4	5
8	Improvement in working environment	1	2	3	4	5

APPENDIX – B

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.735 ^a	.541	.534	.34061	.541	76.896	3	196	.000	1.759

a. Predictors: (Constant), Technological, Individual, Organizational

b. Dependent Variable: Knowledge Sharing

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.763	3	8.921	76.896	.000 ^b
	Residual	22.739	196	.116		
	Total	49.502	199			

a. Dependent Variable: Knowledge Sharing

b. Predictors: (Constant), Technological, Individual, Organizational

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.843	.242		3.478	.001
	Individual	.556	.082	.485	6.792	.000
	Organizational	.228	.071	.257	3.214	.002
	Technological	.040	.045	.060	.893	.373

a. Dependent Variable: Knowledge Sharing

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.623 ^a	.388	.384	.48749	.388	125.284	1	198	.000	2.092

a. Predictors: (Constant), Knowledge Sharing

b. Dependent Variable: Organizational Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.773	1	29.773	125.284	.000 ^b
	Residual	47.053	198	.238		
	Total	76.826	199			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Knowledge Sharing