TECHMIND RESEARCH
ISSN: 2292-1648
International Journal of Management Excellence
Volume 11 No.2 August 2018

Importance of Empowering Leadership, Reward and Trust towards Knowledge Sharing

Muhammad Imran Farooq[1], Dr. Muhammad Imran Hanif [2*]& Muhammad Ayaz Khan[3,]
Lecturer, Institute of Southern Punjab, Multan[1]
Post Doc Fellow, Putra Business School, University of Putra Malaysia[2]
Lecturer, Iqra University, Islamabad[3]
Comimranhanif@bzu.edu.pk[2]

*Corresponding author

Abstract- *The aim of study is to explain the impact of empowering leadership, reward and trust on knowledge sharing. Main idea is to identify the relationship between them. Study will motivate the organizations to use knowledge for success, and also will motivate the researchers to give more focus on knowledge sharing for further researches.*
Outcome of study shows that empowering leadership, reward and trust affect the knowledge sharing positively within the organization, and also plays a major role to motivate the employees, to participate in knowledge sharing freely. Empowering leadership provides a environment for other members of organization to share their minds with others. Reward gives an opportunity for employees to participate in knowledge sharing and get benefit in shape of reward and as well in shape of knowledge from others. Trust is climate in which employees show their confident on other employees, and trust motivates the employees to share their knowledge with others. Knowledge sharing provides an opportunity to share knowledge and get helpful knowledge from the minds of other humans of organization. The conclusion of this study based on the interpretation of data analysis.

Keywords: *Knowledge Sharing; Knowledge Empowering; Leadership; Trust; Rewards*

1. INTRODUCTION

Knowledge realized as the key factor for the success of an organization. Knowledge plays important role in the success of organization and for gaining competitive advantage in the market. In recent times organizations shift on knowledge and use it for their benefit(Tangaraja, G., MohdRasdi, R., Ismail, M. and Abu Samah, B, 2015[27]; Noman and Fouad, 2014)[20]. For achieving the desired goals and objectives it is essential for the organization to utilize the knowledge within the organization. Knowledge can enhance the ability of the organization to maintain the competitive advantage (Kearns and Lederer, 2003). Maintain and use of knowledge is a major challenge for knowledge management. Knowledge is in the minds of human and it is difficult for management to bring it out but not impossible. Knowledge is in two types first tacit and second explicit. Tacit knowledge knows as the knowledge in the minds of human in shape of skills, experience and expertise (Mayfield et al 2008). Explicit knowledge is in written shape like research papers, news papers, journals and documents. Organization needs many resources to produce goods and services effectively to compete in the environment of competition. Knowledge and its sharing can take place effectively as important resource for enhancing the performance of organization.

Many researchers described that knowledge exchange and the most important area of knowledge management (Leidner and Alavi, 2006[18]; Amayah 2013). Organization cannot explore the knowledge of employees within the organization until employee themselves do not want to create and share the knowledge (Ipe, 2003[15]; kamasuriah and Yusof). Knowledge sharing can gives the opportunity for organization to gain the competitive advantage on other organizations. Organizations are spending billions of money on knowledge sharing to utilize it for the success of organization. Researchers are giving more importance to knowledge sharing for individuals and organizational success as well (Hanif *at al*, 2018[13], Hanif and Gul,2018[14]; Jonsson and Kalling, 2007[16]; Yi,J 2009)[28] and crucial for organizational success (Davenport and Prusak, 1998). Knowledge has to be shared, divided and collaborates among the employees of organization (Supar, 2005)[26].Knowledge sharing is that the availability of knowledge for other members within the organization (Abzari and Teimouri, 2008, p, 106.)[2] .Knowledge management feels many difficulties in the way of knowledge sharing.In knowledge sharing process organizational culture plays a vital role to make this process successful.

2. RESEARCH THEORY AND MODEL

Knowledge realized as the key factor for the success of an organization (Hanif and Shao, 2018)[14]. Yet knowledge not defines universally that the reason knowledge

interprets differently by different authors. Lkujiro Nonanka and Noburu Konno (1998) stated that knowledge is a "shared space for emerging relationships that can either a physical space, virtual, mental or any combination of the above." Knowledge definedas "information whose validity has been established through tests of proof" (Porter-Liebeskind, 1996), and "a set of beliefs hold by an individual among casual relationships among phenomena" (Sanchez et al 1996)[23]. Overall performance of firm is dependent on the creation of knowledge by firm, and the use of knowledge for value creating activities within the firm (Krogh, 1998)[17].In modern era of technology knowledge becomes as a vital resource for organization to improve the effectiveness of organization. Organizations are focusing on knowledge and to use it for benefit and for gaining the competitive advantage.

In Knowledge sharing, there are no limitation of the factors that affect the organizational performance such as leadership, culture, trust, reward, socio behaviour forces and psychological (Schauer, A., Vasconcelos, A.C. & Sen, B., 2015[24]; Lin, S.-W. & Lo, L.Y.-S., 2015)[19]. So in this study, it is difficult to check the each factor affect on the organizational performance. Furthermore, a few factors are taken such as leadership, trust, reward.

Empowering leadership comes as the important factor for achieving the desired goals and missions of organizations. Many researchers investigated the impact of empowering leadership on different perspectives for organizations. Organizations can enhance the efficiency and performance by empower their employees. Empowered teams and organizations are important for knowledge sharing (Hanif and Gul, 2018). Previous research described that knowledge sharing is a crucial area of organizational performance and leaders play a vital role to make knowledge sharing possible within the teams and organizations (Srivastava and Bartol, 2006)[25].Empowering structure of organization can make their employee capable to enhance their self-efficacy that also improves the performance of employees as well as the performance of organization. Leaders organize the situations that allow members to make and use their own skills of knowledge, share knowledge for organization, and easy to reach to related knowledge (Crawford, 2005[9]; Politis, 2002)[22]. For knowledge sharing the environment for knowledge sharing has important affect, the environment in which members feel free to share their knowledge enhance the ability of knowledge sharing for success of organization, and leaders can provide needed environment for knowledge sharing. Leaders must engage in high value of knowledge, appreciate the contribution of members in shape of their questions, empowered the members, enhance the trust, and provide the facilities for learning on knowledge (Castiglione, 2006). The roles of leadership change the thinking of employees to convert their information into knowledge, share the knowledge, and available for all members of organization at any time (Politis, 2002)[22].

H1. Empowering leadership has a positive influence on knowledge sharing.

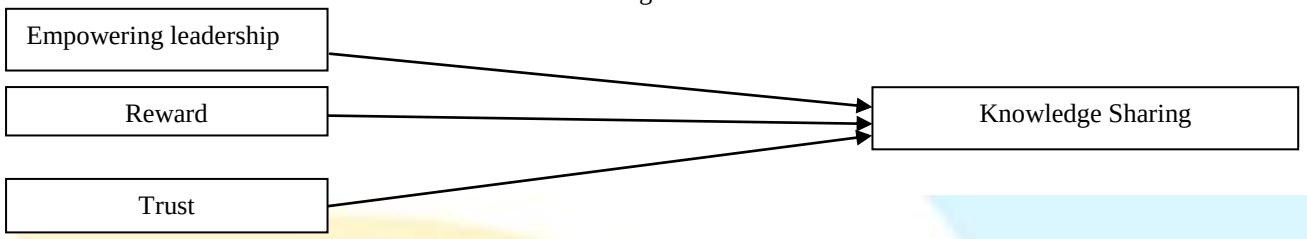
Recent era of competition organizations focus on improving the performance by using different kind of processes and strategies. Organizations can improve their performance by utilizing the reward system within the organization on the basis of output from employees. Rewards set on the performance of employees. Reward base structure of organization heavily contributes in knowledge sharing process, and also affect on the behaviors of employees towards knowledge sharing. Organizations must give reward to employee on knowledge sharing rather than on personal performance (Davenport and Prusak, 2000)[11]. Reward culture of organization shows the involvement of organization to achieve the desired goals. Existence of reward system motivated the workers of organization to perform knowledge sharing (Smith and McKeen, 2003). Reward consider as motivator to encourage the employees to perform effectively for achieving desired goals of organization, and also enhance the personal performance of workers. Knowledge sharing activity encourage by organizational reward (Lin, 2007).The access and flow of knowledge can identify by reward system within the organization (Zhang, 2006)[29]. The use of reward system will encourage the employees to establish new knowledge, share their knowledge, and set example for other employees to participate in the process of knowledge sharing.

H2. Reward has a positive influence on knowledge sharing.

Knowledge sharing can affect the process of empowering such as leadership, reward and trust (Borges, 2013). In knowledge sharing trust consider an important factor that can affect the knowledge sharing activities. Trust culture within the organization shows that employees trust on each other. Trust is " a set of beliefs about the other party (trustee) which leads one (trustier) to believe that the trustee's actions will have positive consequences for trustier self' (Bakker et al., 2006). Authors stated that knowledge sharing cultures affect by trust heavily (Srankosky, 2005; Hanif and Irshad, 2018[13]; Cohen and Prusak, 2000). When employee feels trust on each other, more willing to deliver handy knowledge (Bakker et al., 2006). Within the organization when employee trusts on other, they feel themselves relax to talk with each other and share knowledge. Existence of trust motivates the workers to listen and knowledge from others (Ansrews and Delahay, 2000).

H3. Trust has a positive influence on knowledge sharing.

Figure 1



3. RESEARCH METHODOLOGY

The research methodology chapter explains the steps that are to be followed to analyze the relationship among the variable of this study. Research methodology consist the following steps; pilot testing, validity and reliability, sampling, instruments and measures and procedure.

3.1 Pilot Testing

Before the actual survey, pilot testing was conducted to identify the potential problems regarding measurement and to know the preliminary validity and reliability of the instrument. The target population was the banking sector of Pakistan within Lahore. A total of 125 questionnaires were distributed for pilot testing among the managerial level employees of different bank branches in Lahore and 105 filled questionnaires collected and 100 were processed for pilot testing to find out the validity and reliability of the instrument.

A questionnaire of 20 items divided in four dimensions,

- Knowledge sharing (five items) adopted from the study of Hanif *at al*, (2018)[13].
- Leadership (five items) adopted from the study of JelenaRasul a1, (2012).
- Trust (five items) adopted from the study of Adel Ismail Al-Alawi, (2007).
- Reward (five items) adopted from the study of Adel Ismail Al-Alawi, (2007).

Five Likert scale ranking (5-points) used in the instrument of this study where 1 was strongly disagree of agreement and 5 was strongly agree of agreement. Reliability analysis(Cornbach's Alpha analysis) was used to test the validity and reliability of the instrument in the specific context of research for further analysis.

4. MAIN STUDY

4.1 Sampling

Sampling attempts to achieve representativeness of the target population. Probability and non-probability are two approaches for sampling. In this study non-probability convenient sampling was used. Area of this study was banking sector of Lahore Pakistan. Total 31 banks were in Lahore during this study out of which 22 were local private, 4 were local nationalized and 5 were multinational banks. According to the list of State bank of Pakistan total number of branches of all banks in Lahore were more than 1000 out of which more than 850 branches belong to local private banks, more than 145 branches belong local nationalized bank, and more than 35 branches were belong to foreign banks. In this study more than 150 branches of local private and local nationalized banks included using convenient sampling which is the part of non probability sampling. Managerial level employees preferably targeted from these branches for data collection process. Total 350 questionnaires were distributed in 150 branches within Lahore, 315 filled questionnaires were collected and 300 were used for further procedure.

4.2 Instruments and Measures

The questionnaire had two parts, the first part include general information about respondents like gender, marital status, age, qualification, management level, experience and sector, and second part of the questionnaire contains variable questions that covered knowledge sharing (5 items), leadership (5 items), trust (5 items) and reward (5 items). Part one had demographical information of respondent and second part had variable related questions. In part one nominal scale was used. The scale to measure the impact of leadership, trust and reward on knowledge sharing toward organizational performance was Likert scale ranking (5-points) where 5 was strongly agree and 1 was strongly disagree. For analysis the statistical package social sciences program (SPSS) was used. Questionnaire was adapted based on the knowledge sharing form the study of JelenaRasul a1, (2012) based on leadership, trust and reward was adapted from the study of Ismail Al-Alawi, (2007).

4.3 Procedure

The questionnaire was personally distributed among 150 branches of different banks in Lahore. The concerning managerial level employees of each branch were identified with the help of branch manager. Before giving the questionnaire to concerned employee, all the questions included in questionnaire were explained in front of the respondents so that they could fill the questionnaire easily and with proper responses. Convenient sampling method was followed in this study. Data collected from all distributed branches and entered into SPSS sheet for further statistical analysis. In this study independent variables were Leadership, Trust and Reward, dependent variable was Knowledge sharing as a mediator variable. SPSS was used to compute the variables according to their characteristics. Various test such as reliability analysis, factor analysis, correlation analysis and linear regression analysis were used to identify the results and analyze the data.

Table 1 Reliability Statistics

Dimensions	Items	Cronbach's Alpha
Knowledge sharing	5	.639
Leadership	5	.621
Trust	5	.812
Reward	5	.664

Above table shows the cornbach's alpha coefficient of all variables individually. Cornbach's alpha coefficient of individual variable with .6 or higher is normally considered acceptable. All variables had more than 0.6cornbach'salpha, so these were acceptable for further analysis. The above table illustrates the reliability of each dimension of questionnaire. Knowledge sharing having five items with reliability of 0.639 that is almost 64 percent, leadership having five items with reliability of 0.621 that is almost 62 percent, whereas, the trust having five items with reliability of 0.812 that is almost 81 percent, reward having five items with reliability of .664 that is almost 66 percent. Reliability of all variables shows that results were acceptable for further analysis. The reliability index of the instrument (20 items) is 0.893 that is almost 89 percent. Reliability showed strong internal consistency of the instrument.

5. RESULTS AND DISCUSSION

This study reviews the impact of leadership, trust and reward on knowledge sharing towards organizational performance. The results of above statements according the respondents and the relationship among leadership, trust and reward with knowledge sharing as well as with organizational performance are analyzed by using different SPSS statistical tools like reliability, factor analysis, correlation and regression and results are summarized below.

5.1 Demographical frequency

Demographical frequency are summerized bellow step by step. Demographical information in this study includes gender, marital status, age, qualification, management level, experience and sector.

Table 2

Demographical		Frequencies	Percent
Gender	Male	228	76.0
	Female	72	24.0
Martial status	Married	136	45.3
	Single	164	54.7
Age	18-30	98	32.7
	31-45	175	58.3
	Above 45	27	9.0
Qualification	GRADUATION	10	3.3
	MASTER	210	70.0
	POST GRADUATE	58	19.3
	OTHERS	22	7.3
Management level	TOP	42	14.0
	MIDDLE	258	86.0
Experience	LESS THEN 5 YEAR	125	41.7
	6-10 YEARS	130	43.3
	ABOVE 10	45	15.0
Sector	PUBLIC	37	12.3
	PRIVATE	263	87.7
Total respomdents		300	100

Above table of gender frequency shows that there were 228 male respondents out of 300 respondents with 76 percent, and 72 were female respondents out of 300 respondents with 24 percent of total respondents.

Above table of Marital Status shows that 136 respondents were married out of 300 respondents which is 45.3 percent of total 300 responses. 164 out of 300 respondents were single out of 300 respondents with 54.7 percent of total responses.

In scale, demographic variable age was divided into three categories. First category consist respondents between ages of 18 to 30. This category was coded as 1 before analysis. The respondents lie between 31 to 45 years old in second category. Last but not least, the third category consists of respondents with age higher than 45 years. Above table of age frequency shows that 98 respondents were under of option of age from 18 to 30 years out of 300 respondents with 32.7 percent of total respondents, 175 respondents were under the option of age from 31 to 45 years out of 300 respondents with 58.3 percent of total respondents and 27 respondents were under the option of age above 45 years out of 300 respondents with 9 percent of total respondents.

The demographic section named qualification is divided into four categories; graduation, Masters, Postgraduates and others. The first category was "Graduation" and it included respondents with graduation degree of any discipline. The total respondents of this category were ten. Above table of qualification frequency shows that 10 respondents were Graduate out of 300 respondents with 3.3 percent of total respondents. While 210 respondents were with Master level education out of 300 respondents with 70 percent of total respondents. It is noted that this class or category consists on maximum number of respondents. Moreover, 58 respondents were with Post graduate level education out of 300 respondents with 19.3 percent of total respondents and 22 were with other level of education out of 300 respondents with 7.3 percent of total respondents.

The demographic variable named "Management Level" was divided into two categories which were top level management and middle level management employees. It means that questionnaire was filled up by these two levels of employees of targeted organizations. Above table of Management level frequency shows that 42 respondents were working in top level management out of 300 respondents with 14 percent of total respondents. On the other hand, 258 were working in middle level management out of 300 respondents with 86 percent of total respondents and there was low level management option also present in questionnaire.

The demographic variable named "Experience" was categorized into three categories. Experience means total job experience, included experience of all levels (low level employees, middle level job experience and top level job experience).Above table of experience frequency shows that 125 respondents out of 300 respondents had less than five years' experience with 41.7 percent of total respondents, 130 respondents had 6 to 10 years' experience out of 300 respondents with 43.3 percent of total respondents and 45 respondents had above 10 years' experience out of 300 respondents with 15 percent of total respondents.

Finally, data was collected from both sectors that are Public sector and Private Sector banks. Above table of sector frequency shows that 37 respondents were from public sector or local nationalized banks out of 300 respondents with 12.3 percent of total respondents and 263 respondents were from local private banks out of 300 respondents with 87.7 percent of total respondents. In this study local private and local nationalized banks and respondents of these banks were targeted for data collection process through questionnaire.

5.2 Reliability

Reliability shows the internal consistency among items within the questionnaire. Case Processing summary and Reliability statistics obtained through SPSS are reflected below. All observations are valid and none has been excluded. The Cronbach's Alpha range for each variable under study is above the prescribed levels i.e, 0.70. Similarly, the combined range for all variables is also within the acceptable parameters. Therefore, Reliability of each dimension indicates that further analysis will available or not. Total reliability more than .7 is acceptable for further analysis.

Table 3

Dimensions	Items	Cronbach's Alpha
Knowledge sharing	5	.656
Leadership	5	.669
Trust	5	.828
Reward	5	.703

The above table illustrates the reliability of each dimension of the questionnaire. The knowledge sharing having five items with reliability .656, leadership five items with .669 reliability, trust five items with .828 reliability, reward five items with .703 reliability and organizational performance five items with .667 reliability. The reliability index for the instrument (20 items) is .910. Above table of reliability shows that further analysis are acceptable according to the cronbach's alpha.

5.3 Correlation

Bivariate Correlation tests "whether the relationship between two variables is linear (as one variable increases, the other also increases or as one variable increase, the other variable decreases)". Pearson correlation coefficients were calculated to test the existence of the relationship between the factors like leadership, trust, reward and knowledge sharing towards organizational performance. Pearson correlation value range is form -1 to +1, (where -1 shows negative relationship among

variables that increases in one variable causes to decreases in other variable. Whereas, +1 shows the positive relationship among variables that one variable increases the other variable also increases). Less than .05 significance level shows strong significance correlation and more confidence level for researchers.

Table 4:Correlations

	Knowledge Sharing	Leadership	Trust	Reward
Knowledge Sharing	1			
Leadership	.520**	1		
Reward	.350**	.461**	.733**	1
Trust	.507**	.682**	1	

**.

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

Above table shows the Pearson correlation table. Commonly two ways are used to select the value. I divided the table manually in two parts, above the line or below the line. Normally researchers used values below the line. Above the line and below the line, same values shows strong correlation among variables, value with upper two stars also shows strong correlation.

In Correlation table, first value of correlation coefficient between Leadership and Knowledge Sharing is 0.520 which is positive value. This positive value means that increase in Leadership brings increase in Knowledge Sharing with value of 0.520

In Correlation table, second value of correlation coefficient between Trust and Knowledge Sharing is 0.507 which is positive value. This positive value means that increase in Trust brings increase in Knowledge Sharing with value of 0.507. Moreover, decrease in Trust would cause to decrease in Knowledge Sharing with coefficient value 0.507.

In Correlation table, third value of correlation coefficient between Reward and Knowledge Sharing is 0.350, which is positive value. This positive value means that increase in Trust brings increase in Knowledge Sharing with value of 0.350. Moreover, decrease in Reward would cause to decrease in Knowledge Sharing with coefficient value 0.350

In Correlation table, fifth value of correlation coefficient between Trust and Leadership is 0.682, which is positive value. This positive value means that increase in Trust brings increase in Leadership with value of 0.682. Moreover, decrease in Trust would cause to decrease in Leadership with coefficient value 0.682.

In Correlation table, sixth value of correlation coefficient between Reward and Leadership is .461, which is positive value. This positive value means that increase in Reward brings increase in Leadership with value of .461. Moreover, decrease in Trust would cause to decrease in Leadership with coefficient value .461.

In correlation table value of correlation coefficient between Reward and Trust is 0.244, which is positive value. This positive value means that increase in Reward brings increase in Trust with value of 0.244. Moreover, decrease in Reward would cause to decrease in Trust with coefficient value 0.244

In Correlation table, seventh value of correlation coefficient between Reward and Trust is 0.733, which is positive value. This positive value means that increase in Reward brings increase in Trust with value of 0.733. Moreover, decrease in Reward would cause to decrease in Trust with coefficient value 0.733. On the other hand, Increase in Trust also becomes the reason to increase in Reward with value 0.733. Furthermore, decrease in Trust would also decrease the value in Reward with same value.

Regression Analyses

Hypothesis 1: Empowering leadership has a positive influence on knowledge sharing.

Results of first hypothesis show that significance value (p-value) 0.000 (shown in table of coefficients). On the base of results, hypothesis is accepted because significant value is lesser than 0.05. Therefore, this is true that leadership has significant impact on **"Knowledge Sharing"**. This means that, there is significant change in **"Knowledge Sharing"** due to leadership. The table of "Analysis of Variance" depicts the model of fitness. The significance value in this table is 0.000 and value of F-statistics is 51.666. These values show the model is fit.

The value of R^2 is called regression coefficient, identifies the percentage variation in **"Knowledge Sharing"** due to change in Leadership. This shows that 34.5 percent variation in **"Knowledge Sharing"** is subjected to change in Leadership while 65.5 percent remaining variations is due to other constant (hidden) factors those are not discussed in this model. Leadership is identifying positive significant impact on **"Knowledge Sharing"** with the value of beta (β) equal to 0.548, as shown in coefficient table. The value of beta (β) interprets the unit change in **"Knowledge Sharing"** due to variation in Leadership. Positive beta (β) value (0.548) depicts that a unit increase in Leadership would be reason to 0.548 units increase in **"Knowledge Sharing"**. However, declining or reducing a unit of Leadership would bring declining 0.548 units in **"Knowledge Sharing"**

Table 5

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.588[a]	.345	.339	.36340

a. Predictors: (Constant), Leadership

Table 6: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.823	1	6.823	51.666	.000[b]
	Residual	12.942	98	.132		
	Total	19.764	99			
a. Dependent Variable: Knowledge Sharing						
b. Predictors: (Constant), Leadership						

Table 7: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.754	.268		6.537	.000
	Leadership	.506	.070	.588	7.188	.000
a. Dependent Variable: Knowledge Sharing						

Hypothesis 2: Reward has a positive influence on knowledge sharing.

Results of hypothesis show that significance value (p-value) 0.000 (shown in table of coefficients). On the base of results, hypothesis is accepted because significant value is lesser than 0.05. Therefore, this is true that **"Reward"** has significant impact on **"Knowledge Sharing"**. This means that, there is significant change in **"Knowledge Sharing"** due to **"Reward"** The table of "Analysis of Variance" depicts the model of fitness. The significance value in this table is 0.000 and value of F-statistics is 41.232. These values show the model is fit.

The value of R^2 is called regression coefficient, identifies the percentage variation in **"Knowledge Sharing"** due to change in **"Reward"**. This shows that 29.9 percent variation in **"Knowledge Sharing"** is subjected to change in **"Reward" while** 70.1 percent remaining variations is due to other constant (hidden) factors those are not discussed in this model. **"Reward"** isidentifying positive significant impact on **"Knowledge Sharing"** with the value of beta (β) equal to 0.544, as shown in coefficient table. The value of beta (β) interprets the unit change in **"Knowledge Sharing"** due to variation in **"Reward"**. Positive beta (β) value (0.544) depicts that a unit increase in **"Reward"** would be reason to 0.544 units increase in **"Knowledge Sharing"**. However, declining or reducing a unit of **"Reward"** would bring declining 0.544 units in **"Knowledge Sharing".**

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.544[a]	.296	.289	.37677
a. Predictors: (Constant), Reward				

Table 9: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.853	1	5.853	41.232	.000[b]
	Residual	13.911	98	.142		
	Total	19.764	99			
a. Dependent Variable: KnowledgeSharing						
b. Predictors: (Constant), Reward						

Table 10: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.981	.265		7.474	.000
	Reward	.445	.069	.544	6.421	.000

a. Dependent Variable: Knowledge Sharing

Hypothesis 3 Trust has a positive influence on knowledge sharing.

Results of hypothesis show that significance value (p-value) 0.000 (shown in table of coefficients). On the base of results, hypothesis is accepted because significant value is lesser than 0.05. Therefore, this is true that **"Trust"** has significant impact on **"Knowledge Sharing"**. This means that, there is significant change in **"Knowledge Sharing"** due to **"Trust"**. The table of "Analysis of Variance" depicts the model of fitness. The significance value in this table is 0.000 and value of F-statistics is 29.589. These values show the model is fit.

The value of R^2 is called regression coefficient, identifies the percentage variation in **"Knowledge Sharing"** due to

change in **"Trust"**. This shows that 23.2 percent variation in **"Knowledge Sharing"** is subjected to change in **"Trust"** while 66.8 percent remaining variations is due to other constant (hidden) factors those are not discussed in this model. **"Trust"** is identifying positive significant impact on **"Knowledge Sharing"** with the value of beta (β) equal to 0.482, as shown in coefficient table. The value of beta (β) interprets the unit change in **"Knowledge Sharing"** due to variation in **"Trust"**. Positive beta (β) value (0.482) depicts that a unit increase in **"Trust"** would be reason to 0.482 units increase in **"Knowledge Sharing"**. However, declining or reducing a unit of **"Trust"** would bring declining 0.482 units in **"Knowledge Sharing"**

Table 11

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.482[a]	.232	.224	.39358
a. Predictors: (Constant), Trust				

Table 12

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.584	1	4.584	29.589	.000[b]
	Residual	15.181	98	.155		
	Total	19.764	99			
a. Dependent Variable: Knowledge Sharing						
b. Predictors: (Constant), Trust						

Table 13

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.560	.207		12.366	.000
	Trust	.307	.057	.482	5.440	.000
a. Dependent Variable: Knowledge Sharing						

6. REFERENCES

[1] A.H.NorAziati, S. Juhana, A.NorHazana. 2014. Knowledge Transfer Conceptualization and Scale Development in IT Outsourcing: The Initial Scale Validation. Procedia - Social and Behavioral Sciences 129, 11-22

[2] Abzari, M. and Teimouri, H. (2008).*The effective factors on knowledge sharing in organizations*. The International Journal of Knowledge, Culture and Change Management, Vol. 8 No. 2, pp. 105-13.

[3] Alavi, M. and Leidner, D.E. (1999), ''Knowledge management systems: issues, challenges,and benefits'', Communications of the AIS, Vol. 1 No. 7, pp. 2-36.

[4] Angela Titi Amayah, (2013) "Determinants of knowledge sharing in a public sector organization", Journal of Knowledge Management, Vol. 17 Issue: 3, pp.454-471,

[5] Argote, L., and Ingram, P. (2000).*Knowledge transfer: A basis for competitive advantage in firms. Organizational Behavior and Human Decision Processes*, 82, 150-169.

[6] Armstrong, M. (2000).The name has changed but has the game remained the same? ,Employee Relations, 22 (6), pp 576–89.

[7] Bakker, M., Leendes, T. A. J., Gabby, S. M., Krazer, J. and Engelen, J. M. L. V (2006). *Is trust really social capital? Knowledge sharing in product development projects.*Learn. Organ., 13(6): 594-605.

[8] Buckman, R.H. (2004). *Building a Knowledge-Driven Organization.*McGraw-Hill, New York, NY.

[9] Crawford, C.B. (2005), ''Effects of transformational leadership and organizational position on knowledgemanagement'', Journal of Knowledge Management, Vol. 9 No. 6, pp. 6-16.

[10] Davenport, T. H. and Prusak, L. (1998). Working knowledge: How organization manage what they know, Boston: Harvard Business School Press.

[11] Davenport, T. H. and Prusak, L. (2000). Working Knowledge: How Organizations Manage What They Know, Harvard Business School Press, Boston, MA.

[12] Hanif, M.I., Gul. A.(2016), The Links Between Management Capabilities, Innovation and Firm Performance: Evidence From Pharmaceutical Sector Of Pakistan, South Asian Journal of Banking and Social Sciences. 02(01) pp- 2410-2067

[13] Hanif, M.I., Irshad, M (2018). Impact of Entrepreneurial Orientation and Network Resource utilization on Internationalization of SME's in Pakistan, International Journal of Marketing Studies; 10(2); 2018, PP. 118-131.

[14] Hanif, M.I., Shao, Y (2018). Collaborative Innovation of Strategic Emerging Industries: A Case Study of the New Generation of

Information Technology Enterprises in China, IBT Journal of Business Studies, 13(2),pp. 101-123.

[15] Ipe, M. (2003).Knowledge sharing in organizations: a conceptual framework. Human Resource Development Review, Vol. 2 No. 4, pp. 337-59.

[16] Jonsson, A. &Kalling T. (2007) Challenges to knowledge sharing across national and intra-organizational
boundaries: Case studies of IKEA and SCA Packaging. Knowledge Management Research and Practice,
Vol 5(3):161-172.

[17] Krogh. A. (1998). An introduction to hidden Markov models for biological sequences. In Salzberg,S. Searlsm D, abdKasif, S, (eds) conceptual methods in molecular biology: Elsevier, New York, pp, 45-63.

[18] Leidner, D. and Alavi, M. (2006).The role of culture in knowledge management: a case study of two global firms. International Journal of e-Collaboration, Vol. 2 No. 1, pp. 17-40.

[19] Lin, S.-W.& Lo, L.Y.-S., 2015. Mechanisms to motivate knowledge sharing: integrating the reward systems and social network perspectives. Journal of Knowledge Management, 19(2), pp.212–235

[20] Noaman, A.Y. and Fouad, F. (2014), "Knowledge sharing in universal societies of some develop nations", International Journal of Academic Research, Vol. 6 No. 3, pp. 205-212

[21] Nonaka, I. (1994).A dynamic theory of organizational knowledge creation.Organization science, p. 14-37.

[22] Politis, J.D. (2002), "Transformational and transactional leadership enabling (disabling),knowledge acquisition of self-managed teams: the consequences for performance",Leadership& Organization Development Journal, Vol. 23, pp. 186-97.

[23] Sanchez, R., Heene, A. (1996). A system view of the firm in competence-based competition.

[24] Schauer, A., Vasconcelos, A.C. & Sen, B., 2015. The ShaRInK framework: a holistic perspective on key categories of influences shaping individual perceptions of knowledge sharing. Journal of Knowledge Management, 19(4), pp.770–790.

[25] Srivastava, A. and Bartol, K. M. (2006). Empowering leadership in management teams: Effects on knowledge sharing, efficacy, and performance. Academy of Management Journal, 49(6), 1239-1251.

[26] Supar, N., Ibrahim, A., Mohamed, Y., Yahya, M. and Abdul, M. (2005), ''Factors affecting knowledgesharing and its effects on performance.

[27] Tangaraja, G., MohdRasdi, R., Ismail, M., & Abu Samah, B. (2015). Fostering Knowledge Sharing BehaviourAmong Public Sector Managers: A Proposed Model for The Malaysian Public Service. *Journal of Knowledge Management*, 19(1), 121–140.

[28] Yi, J. (2009), ''A measure of knowledge sharing behavior: scale development and validation'',Knowledge Management Research & Practice, Vol. 7, pp. 65-81.

[29] Zhang, J., Faerman, S.R. and Cresswell, A.M. (2006), ''The effect of organizational/technological factorsand the nature of knowledge on knowledge sharing'', paper presented at the 39th Hawaii International Conference on System Sciences (HICSS).