

## EXPLORING THE ANTECEDENTS INFLUENCE OF KNOWLEDGE SHARING INTENTION

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### ABSTRACT

The knowledge sharing issue between organization and employee, has been the focus on knowledge management activity. Although many organization established knowledge repositories and system, but there are still have many obstacle factors that hinder knowledge interaction and disseminate. This study attempts to exploring the antecedents affecting the interflow of knowledge, and proposal framework to reveal factors, such as, anticipated reciprocal relationship, perceived of ethics, and resource availability. Meanwhile, the framework integrate theory of reasoned action (TRA) for delve into affecting knowledge providers psychological factors related, and expect employed by the knowledge management academic or practice domain.

**Keywords:** Resource availability, Perceived of ethics,

Theory of reasoned action, Knowledge sharing

### INTRODUCTION

"Knowledge" is to organize an important strategic asset and source of core competitive advantage, with knowledge of innovative knowledge creation and organization of intellectual capital, began the organization of knowledge sharing among members. Once the members will be materialized knowledge as personal assets, the sharing of personal knowledge is often not in line with management. The expectations of how employee of the organization for knowledge sharing in the conflict, employee find out the real contribution of induced motivation and knowledge to help guide the organization or company to establish a platform for knowledge sharing, and then produce the innovation key to success.

[22] argued that allow members to share and promote knowledge is the knowledge management of the biggest problems. [13] further pointed out that more sharing of knowledge is often not in line with personal management (unnatural), because people think their knowledge is valuable and important to compete for resources, and thus will not be willing to share light trading. [15] also found that the claim is equivalent to put them personal share some self-delivery of the future. In practical experience, by proposal many managers, consultants and scholars have also pointed out that knowledge sharing is knowledge management a very important and also very difficult subject, the key often is not technical, but people [14]. According to the knowledge base view (KBV), through the invisible

nature of knowledge and social system complexity create major knowledge market. Market knowledge is intangible knowledge goods, the price system is not clear and practical norms, but the interaction between human psychological closely. Therefore, the operation of market knowledge is human rather than mechanical. Organizations face the wave of knowledge economy, how knowledge is the key success factors of enterprise innovation, knowledge market is particularly important. [14] for empirical knowledge sharing intention of the study suggested that knowledge owners because of mutual interest doctrine, reputation, altruism and other rewards knowledge sharing, knowledge sharing caused by intent. On the other hand look at the future, scholars [8] claimed that the knowledge is difficult to measure value, and that knowledge is not filled with the results of trading the stability of the two sides there may be speculative trading tendencies, so that knowledge of the transaction costs, so that failure of the knowledge market. Documents can see from the above, how members are willing to share knowledge, promote organizational knowledge flow of the first task, to learn more about members to share knowledge attitudes and intentions has become a knowledge sharing and communication of important issues.

### THEORETICAL BACKGROUND

#### Knowledge Sharing

If organization to promote knowledge sharing and for using, the effectiveness of the organization is also very important [10]. Therefore, through knowledge sharing not only can accelerate the learning between groups members, more correction can be made for the organization great value. [22] suggested that knowledge sharing is a process of communication, knowledge in the time to learn from others (to share knowledge for others), there must be reconstruction of the behavior must have the knowledge to learn that knowledge, share knowledge, refresher knowledge sharing involves "knowledge owner" (intentionally willing to speech, writing, behavior, or other means to communicate knowledge of the future) with the "knowledge demanders" (able to imitate, listen or read the future way of understanding, understanding knowledge are) two of the main. Hence, [12] argued that knowledge sharing is to learn from other individuals to experience process, it can also mean the process of knowledge transfer. Knowledge exists in the brain of employees, cannot be raised if shared with others, you cannot play a role, is bound to lose value, only to their own knowledge and application sharing with others, to create for the organization more high value and performance [23]. Knowledge sharing between employees for the increase in the value and impact of learning may both

positive and favorable growth of the organization and innovation [27]. [14] claim that knowledge is a competitive advantage in organizations, but also have sustainable competitive advantage. Knowledge sharing is knowledge creation and reuse of a premise, if the individual has not been to share knowledge, knowledge of the effectiveness of the limited personal. The significance of knowledge sharing, is to carry out knowledge transfer, absorption and play, enables organizations to growth.

### Theory of Reasoned Action Model

The theory of reasoned action (TRA) due to [6] proposed in the fields of social psychology, is often used to explain the wide range of individuals interested in knowledge of behavioral intention. This theory is to study personal knowledge of the behavior within the care model. According to TRA of the basic assumptions, individual behavior based on rationality, their thought is a systematic [26], is the individual's behavior is based on their get the message, and make a systematic and rational of the activities taken after. The TRA of the universal description, discovery of a specific individual behavior is determined by its behavior intention the decisions, and behavioral intentions, it is by individual behavioral attitude and subjective norms are determined.

### Behavioral Attitude (Attitude Toward Behavior)

[7] proposed that in rational action theory, the decision to individual behavioral intention are two main factors, namely personal nature and social impact on individuals. Personal traits are defines as "acts of personal involvement with a particular positive or negative evaluation between". Based on [5], which is referred to the personal traits of attitudes and attitude refers to an individual person, and things or actions would take the positive or negative assessment, reflecting an individual who and things or malicious feeling good behavior. Behavioral attitude refers to individuals in a particular behavior may be the result of the feelings held by the reported attitudes held.

### Subjective Norm (Subjective Norm)

[7] suggested that the TRA, the decision to individual behavioral intention another factor affecting the individual to society, this factor is defined as "society for individuals engaged in specific behaviors and any given pressure ", that is subjective norm. Subjective norm refers to the execution of a behavior is too personal, feel the other important relationships people would accept his behavior, their attitudes and behavior that is the relationship between knowledge because people are interested in thinking through the process to decide a specific situations, whether the intention of engaging in certain behavior. Namely, subjective norm is a person perceived to everyone on his or her views of exercise behavior. [7] pointed out that the behavior is sometimes affected by the impact of social environment, stress, greater than the impact of individual attitudes. That is, at some point, we can determine the attitude and behavioral intention; some cases, subjective norm the leading behavioral intentions.

### Behavioral Intention (Behavioral Attention)

TRA proposed the individual's behavioral intention to predict the optimal behavior variables. [21] addressed the definition of behavior intention "to engage in specific behaviors intensity of spontaneous plan". Other words, also known as personal behaviors like to work in a particular subjective probability [5]. Own personal behavior, the stronger the intention, on behalf of the more likely to engage in the behavior. In summary, TRA is a conceptual model it did not specify the particular beliefs or behaviors. Therefore, for all on the attitude or behavior pattern research, often for different behavior by identifying the relevant belief, and then through the rational behavior theory to explain the future, that is, speaking from the capture user use attitude, facilitate a system can infer that the internal psychological acceptance in the personal level or impact [18].

## THE CONCEPTUAL FRAMEWORK AND PROPOSITIONS

### The Relationship between Anticipated Reciprocal Relationships and Attitude toward Knowledge Sharing

Between members of the organization anticipated reciprocal relationships, can capture the needs of employees, to continue to maintain the relationship to others, especially the provision of knowledge sharing and receiving [10]. Employees can feel the expected reciprocal relationship between the value of their own, while employees can share their knowledge through which to capture their value provided for the organization [19]. And this value refers to the individual based on their ability to make a contribution to the organization. [24] proposed that affect individual knowledge sharing in attitude pointed out, these constructs fit the theory of social psychological forces.

The two organizations will be the environment in which individuals and society affect individual tendencies and attitudes, especially in the non-specific knowledge sharing. In addition, the individual state of social exchange is an important factor affecting attitudes [10]. Social exchange theory of the invisible social costs and benefits of the exchange, these do not have clear rules and treaties to restrain management. Both economic and social exchange theory were assumed when an individual's compensation is greater than the cost to take part only when the exchange, economic exchange theory is the emphasis on external interests, the emphasis on social exchange theory intrinsic rewards [33, 9, 20]. Social exchange does not guarantee the investment costs will be provide the same, because there is no clear rules and treaties to manage the interaction between the two sides, but no specific rights and obligations. The process of knowledge sharing is the social interactions between individual, so the use of social exchange theory to explain the knowledge sharing behavior should be very suitable. For these reasons, the presentation of the first proposition:

- P1. When knowledge providers have more confidence in their anticipated reciprocal relationships for knowledge sharing, they would tend to develop a more favorable attitude toward knowledge sharing. That is,*

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*the anticipated reciprocal relationships of a knowledge provider will have a positive effect on its attitude toward knowledge sharing.*

**The Relationship between Perceived of Ethics, Attitude toward Knowledge Sharing and Subjective Norm**

[17] Positive peer pressures on individuals have significant impact on ethical behavior. TRA is not a personal sense of morality (moral obligation) to include within the framework of a formal model, but include Ajzen and many scholars believe that the personal sense of morality is the number of potential antecedents [4, 1, 29]. In other words, influence individual behavior intention of important factors, in addition to behavior and attitude and subjective norm, the personal sense of morality will also affect the behavioral intention to establish.

[16] investigated subjective norms of ethical behavior on the marketing impact of personnel, marketing personnel found that significant others if its implementation is not ethical behavior of a stress, the more he will lower the implementation of the act, but also stronger subjective norms that people tend to take more consistent with group expectations of behavior. [30, 28] according to the theory of organizational behavior that herd behavior, obey authority; groupthink will hinder the establishment of individual ethical intentions. [4] defined sense of morality for the individual to refuse to perform an act or an act of moral feeling or sense of responsibility, the feeling of personal values related to personal morality will affect everyone and everything related to ethical dimensions of evaluation.

Base upon TRA, behavior and attitude for the individual for a specific act of subjective perception and evaluation of good and evil, which is an individual agree or not to adopt a behavior tendency. In this study, interested organizations, and workers, the work of ethical behavior, that is, the ethics of the workplace, the behavior and attitude for the work ethic and for individuals to implement a particular ethical issue involved in the conduct held by the positive or negative evaluation. Affect the intention of the second factor acts as subjective norms refer to individuals engaged in certain conduct expected of social pressure. Acts of individual work ethic subjective norm refers to individuals in the workplace, the subjective view that if in a particular ethical behavior relating to the social pressure to bear, that is personal to others that "he should or should not adopt a certain behavior" perceptions [16].

As mention above, this study suggests that the ethical principles of morality derived from individual (ethical principles). Base on these above inferences, the proposition 2 and 3 is state as below:

*P2. When knowledge providers have received more positive perceived of ethics from other organizational members, they would tend to develop a more favorable attitude toward knowledge sharing. That is, the perceived of ethics of a knowledge provider will have a positive effect on its attitude toward knowledge sharing.*

*P3. When knowledge providers have received more perceived of ethics support to share knowledge, they*

*would tend to develop a more favorable subjective norm. That is, the perceived of ethics of a knowledge provider will have a positive effect on its subjective norm.*

**The Relationship among Resource Availability, Attitude toward Knowledge Sharing and Intention to Share Knowledge**

[11] Resource availability can be define as can generate the resources to accommodate and draw resources, scheduling of resources available to the system requirements and other distribution resources. From the resource availability and system level, volatility of demand, resource availability can be provide with the system at any time and the demand generated. In practice, availability of resources is an uncertain factor, such as participation in the auction, scheduling and when the transactions. Therefore, the competitive environment requires appropriate measurement and the trustworthiness of the availability of computing resources, which must be based on the participation of individual attitudes and behavioral intentions and resources around the equipment cases [11]. That is, when the individual possesses enough resources available for some time, can strengthen the individual acts adopted by the attitudes and behavioral intentions, but can also increase the individual's trust.

Research indicates that as the importance of population size; often compete with different people, which relations between available resources and the availability of closely related tasks. Resource availability will affect and interfere with the actual employee performance, depending on the employee's strategy choice, and the determination of maintenance tasks [31]. In other words, this means that employees who perceived resource availability and job performance are linking, and then the more enhanced the impact of attitude on behavior and behavioral intentions of activity. A physician bedside rationing on the European study mentioned by the observation of physician availability and the available resources, the association found between attitudes will affect the disease epidemic [25]. Which will affect the physician's moral judgments at the time treatment behavioral intentions? Accordingly, this study stated the following propositions:

*P4. When knowledge providers have perceived more resource availability support to share knowledge, the greater attitude toward knowledge sharing will be affected to share knowledge. That is, the resource availability of a knowledge provider will have a positive effect on the attitude toward knowledge sharing.*

*P5. When knowledge providers have perceived more resource availability support to share knowledge, the greater intention to share knowledge will be affect to share knowledge. That is, the resource availability of a knowledge provider will have a positive effect on the intention to share knowledge.*

**The Relationship among Subjective Norm, Attitude toward Knowledge Sharing and Intention to Share**

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**Knowledge**

Theory of reasoned action to develop three main inferences: 1. the individual's intention to perform an act is to determine the major factor in whether the conduct occurred. 2. The individual acts in the production of intent will not be change or increase or decrease before. 3. Individual behavior influenced by individuals of the potential control of reason and the will [1, 2]. The third point, however, assumes that the application of the theory of reasoned action to generate many restrictions, because human behavior is not entirely rational and under the control of the will, sometimes in the actual implementation must meet objective, which involves the issue of personal control. If to be able to make a behavior, individuals must have the ability to control different external variables, so that the desired behavior can thus produce [3], thus extending the concept of gradually developed into a theory of planned behavior.

We discover that behavior of individual attitude is from individuals believed that such practices will have some impact, but these effects through the assessment is positive and active. Subjective norm is arising from external social pressures, and makes the individual to decide whether to take such action. Both will directly affect the individual performance of specific acts of intention. From this, the core TRA behavior is assume the actual behavior of individuals by its behavior intention the decision and behavior intention by another act of behavior and attitude and subjective norm affected. Base on the mention above, this leads to the propositions 6, 7, 8 is state as below:

- P6.** *The greater the subjective norm to share knowledge is, the more favorable the attitude toward knowledge sharing will be. That is, the subjective norm of a knowledge provider will have a positive effect on its attitude toward knowledge sharing.*
- P7.** *The greater the subjective norm to share knowledge is, the greater the intention to share knowledge will be. That is, the subjective norm of a knowledge provider will have a positive effect on its intention to share knowledge.*
- P8.** *The more favorable the attitude toward knowledge sharing is, the greater the intention to share knowledge will be. That is, the attitude of a knowledge provider will have a positive effect on its intention to share knowledge.*

Through analysis of the literature, this study proposes a conceptual framework shown in Figure 1. The framework described the knowledge of individual providers of knowledge-sharing attitudes, subjective norms and sharing of intentions. In this study, we advocate, is anticipated reciprocal relationships and perceived of ethics from the individual psychological relations with the individual can control the resource availability, such as three factors that affect the TRA, when the antecedent variables are treated as an exogenous variable to explore the three constructs to influence knowledge sharing (endogenous variables) generated by relationships.

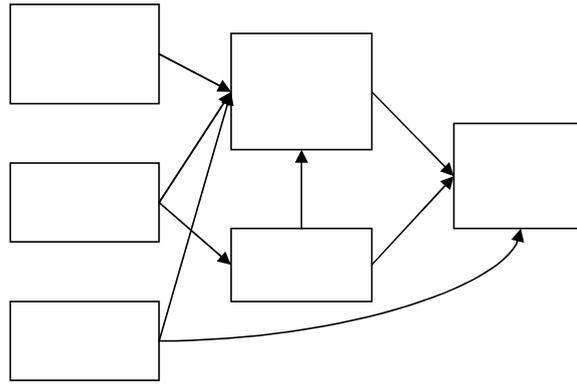


Figure 1 Conceptual Framework

**CONCLUSION AND CONTRIBUTION**

In this study, merge with the TRA as the main core theory framework, and refer to scholars [10] proposed anticipated reciprocal relationships, perceived of ethics [32] and [11] advocates the resources availability such as the three antecedents to exploring the individual's knowledge sharing intention of the case. Throughout much of the literature, only a few scholars to discuss the availability of resources owned by individual intent on knowledge sharing related, this research use by analyzing the relevant literature review, concluded that combined to derive the concept of the framework. In addition, this study expected to fill the gap of knowledge management academic theory. More notable, this paper offers realistic knowledge sharing conceptual that in an innovative, knowledge intensive organization context, flexibility in inter-organizational relationships is an important key point ideas. In the future work will be proceeded with the empirical study to verify the proposition, which, in turn, go further attest to this study usefulness and interpretation of organization for knowledge sharing between inter-organization employees..

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