



# Impact of Organizational Culture, Internal Marketing & Team Innovation Climate on Knowledge Sharing Behavior: Moderating Role of Perceived Behavior Control

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## Research Article

### Abstract

**Purpose** --This study aims to find the relationship among team innovation climates, organizational culture, internal marketing on "knowledge sharing behavior" through the moderating role of perceived behavioral control in the context of the telecom sector in Pakistan.

**Design /Methodology/Approach** – Data was collected through a self-administered questionnaire from the employees in the telecommunication sector in Lahore, Pakistan. A total of 310 questionnaires was distributed in different telecommunication offices, out of them, 259 usable questionnaires were received back. The response rate is 85%. For data analysis, multiple regression analysis was run using SPSS version 17.

**Findings** –It is found that the team innovation climates, internal marketing, and organizational culture have a strong positive impact on knowledge sharing behavior of the employees. Furthermore, perceived behavior control is observed to moderate the relationship between team innovation and internal marketing on knowledge sharing but not for organizational culture.

**Practical Implications**- It implies that the telecom sector can enhance knowledge sharing among the employees through mentoring, participation, rewards and pro-people leadership.

**Keywords:** Knowledge Sharing, Internal marketing, Organizational culture, Perceived Behavioral Control, Pakistan.

## 1. Introduction

The telecommunication sector and economic growth are linked. Extreme competition exists in the telecom sector. The efficient combination and use of tangible and intangible resources

provide a competitive edge to the organizations. Pakistan's telecommunication sector is not restricted for entry, so a new company like Zong made an investment that impacts the performance of exiting companies. However, customers are also increasing steadily. So growth chances in the Pakistani telecommunication sector are high. To compete globally, Telecommunication Companies must enhance the performance of their intangible recourses. Knowledge of the employees is an intangible asset and a key determinant of getting a competitive edge. There are two dimensions of knowledge; one is explicit which can be easily expressible, constructible, independently stored, and communicated. Second is tacit knowledge, which is part of an intuitive and personal cognitive process. Knowledge sharing is not a spontaneous act in organizations. However, some factors like organizational culture, team innovative climate, and internal marketing provide a platform where the employees of the organization share their knowledge, experience, skills, and information. In organizations that facilitate sharing knowledge among their employees, performance and job satisfaction of employees are increased.

According to the annual report of PTA 2018, there are 150 million mobile subscribers in June 2018 which is a 74% boost than the previous year. In the form of general sale tax, withholding tax and PTA licensing tax, its contribution to the national economy is Rs 147.23 Billion. Total revenue generated from the Pakistan telecom sector was Rs 488.7 Billion during 2017-2018 with a 3.96% increase annually. Total investment in the sector amounts to \$670 Million in which US\$ 247 Million is in the form of Foreign Direct Investment (FDI).

Many studies have investigated influence of knowledge sharing behavior with organizational factors in different contexts including employee turnover(Hassan, 2014) job performance (Ahmad, Malik, & Anwar, 2018) organizational learning, organizational strategy (Hunjra, Aslam, & Khalid, 2014) knowledge management practices (Ali, Waseem, Qadus, & Zaman, 2012). But as far as knowledge goes, no study was done to investigate the relationship between internal marketing, team innovation climate with knowledge sharing behavior of telecommunication employees. Thus this research is a pioneering attempt in this regard. This study is set out to investigate the following relationships:

- 1) Relationship between organizational culture and knowledge sharing behavior.
- 2) relationship between internal marketing and knowledge sharing, and
- 3) The moderating role of perceived behavioral control in the relationship between organizational factors and knowledge sharing.

## **2. Literature Review**

### **2.1 Knowledge sharing**

Knowledge is a collection of information, belief, understanding, experience and expert perspective used to understand and analyze the information. The unique quality of knowledge is, once it is created, it never be lost. So it has strategic importance in the organization (Gammelgaard & Ritter, 2004). All the activities which are used to understand, create, capture and transform knowledge, come under the knowledge management system (Liao, 2006) knowledge sharing is defined as a social construct in which knowledge, experience, and skills

are shared to the whole organization Harder (2008). There are two forms of knowledge; one is systematic and formal which can be achieved manually and through discussion among team members. It is explicit, (Alavi & Leidner, 2001; Hisyam Selamat & Choudrie, 2004). The other one is informal, difficult to share, and implicit. It is tacit knowledge (Hisyam Selamat & Choudrie, 2004).

## **2.2 Team innovation climates**

Team climate affects employee behavior (Patterson, Warr, & West, 2004). The communicative climate within a team and knowledge sharing has a positive relationship (van den Hooff & De Ridder, 2004). Caring climates are favorable for knowledge creation and transformation (Zárraga & Bonache, 2005). Creativity and innovation require innovative ideas, and Knowledge sharing is an important factor in this regard (Darroch & McNaughton, 2002). Earl (2001) suggests that a climate for innovation is essential for evolving knowledge sharing behavior. Team innovative climate is important for knowledge sharing. It facilitates the creation, production, and implementation of ideas. Clear vision, task orientation, support for innovation and participation are important factors for team innovative climates (Anderson & West, 1998). Clear vision, task orientation, support for innovation and participation enhance efficiency and effectiveness, and thereby increase innovation. (Peiro, Gonzalez-Roma, & Ramos, 1992) found the positive relationship between the team's innovative climate and job performance in Spain. People are confident in the organization where information flows openly and freely (Bock et al., 2005).

*H1: There is a positive relationship between the team's innovative climate (participative safety, vision, support for innovation, task orientation) and knowledge sharing.*

## **2.3 Internal marketing and knowledge sharing behavior**

Berry and Parasuraman (1991) define "internal marketing" as campaigns that satisfy the needs of the employees. Knowledge sharing (KS) is a system that not only increased customer service quality it also enhances knowledge. Critically implementation of such a system, KS provides a mutual learning opportunity. Rowley (2000) defines this sharing, retention, and acquisition, as the concept of Knowledge management. According to Cahill (1995) by the implementation of learning, an organization provides a basis for internal marketing. Knowledge management and organizational learning both are relevant continuous learning, sharing vision, and organizational learning. KS has a positive impact on organizational performance and innovation by using personal ability (Kim & Lee, 2006). (Ahmed, Rafiq, & Saad, 2003) results suggest that internal marketing, personal capabilities, and knowledge share have a positive relationship. Internal marketing dimensions like leadership, management support, interdepartmental interactions, training, and openness has a positive effect on knowledge sharing behavior.

*H2: There is a positive relationship between internal marketing (internal communication, strategic reward, training and development, leadership) and knowledge sharing.*

## 2.4 Organizational culture and knowledge sharing

Culture is a system of different characteristics that define an organization and distinguishes it from other organizations (Forehand & Von Haller, 1964). Hofstede (1994) describes culture as a combination of minds that differentiate one organization from another. Schein (1990) identified values as the most important factor for a culture. Kotter (1952) defines culture as a complete set of principles, attitudes and belief systems of a society. Therefore, culture implies shared knowledge, information, values, belief, relationship, and behavior of the individuals.

Organizational culture is a set of values that an organization develops over time based on its day to day activities (Park, Ribière, & Schulte Jr, 2004). Organizational culture has two dimensions; one is visible and the other one is invisible. Invisible dimension is related to an unspoken set of values, and beliefs while visible culture includes behaviors, rituals, and artifacts (McDermott & O'dell, 2001).

Hierarchical culture is a formal set of rules, regulation, unity of command, the flow of information from upward to downward, authority is attached with a position, clear instruction from the manager, centralized decision making, (Cameron & Quinn, 2005; Quinn & Spreitzer, 1991). Explicit knowledge sharing favor for centralized decision making information comes from top manager to middle managers and then ends with line managers (Jones, Cline, & Ryan, 2006). Hence the data transfer regulation maybe not helpful or beneficial for "Tacit Knowledge sharing". Since TKS "Tacit knowledge sharing" is happening in an easy way rather than formal regulations (Suppiah & Singh Sandhu, 2011)

A culture having more emphasis on performance, productivity achievement and goal fulfillment are called rational culture. Such a culture is likely to motivate the employees and stimulate competition within the organization (Cameron & Quinn, 2005; Quinn & Spreitzer, 1991). Group culture is very important for human relationships and internal organizational performance. It encourages participation, collaboration, and interaction. Rational culture favors knowledge sharing in soft and hard forms. Quinn and Spreitzer (1991) researched rational culture and goal achievement. Their findings suggest that rational culture is favorable for achieving goals. Van Den Brink (2001) investigates the relationship between organizational culture and knowledge sharing. Their findings suggest that collaboration trust has a significant impact on knowledge sharing. Bureš (2003) suggests that knowledge sharing has a positive impact on employee's cultural values and organizational learning.

**H3:** *There is a positive relationship between organizational culture (group, rational, Hierarchical culture) and knowledge sharing*

## 2.5 Perceived behavior control

"Perceived behavioral control" refers to a person's awareness of the need for resources and opportunities to engage in specific behavior and to awareness of his or her ability to engage in the behavior. It comprises two parts: facilitating environment and self-efficacy". (Ajzen, 1991; Taylor & Todd, 1995) The former states that the individual's capability to get the needed resources to show a specific behavior, such as money and time or other resources.

**H4:** Perceived behavioral control moderate the relationship between the internal marketing (internal communication, strategic reward, training and development, leadership) and knowledge Sharing.

**H5:** Perceived behavioral control moderate the relationship between the team innovative climate (participative safety, vision, support for innovation, task orientation) and knowledge Sharing

**H6:** Perceived behavioral control moderate the relationship between the organizational culture (group, rational, Hierarchical culture) and knowledge sharing

### 3. Research methodology

#### 3.1 Population and sample size.

Data for the study was collected from the employees of different telecommunication companies operating in Lahore Pakistan. The respondents were conveniently selected from different franchises of the telecom companies. A total of 310 questionnaires were distributed among the employees working in Mobilink, Jazz, U-fone, Telenor, Warid, and PTCL. 265 questionnaires were filled and returned. However, 6 questionnaires were found not properly filled and not useful for data analysis. So we used 259 properly filled questionnaires for data analysis. The response rate is 85%.

#### 3.2 Survey Instrument

A questionnaire is adopted to collect the data. Five-point Likert scale ranging from 'strongly agree' to 'strongly disagree' is used. Questions are consists of two parts the first part contains 45 close-ended question about knowledge sharing, team innovation climates, internal marketing, and organization culture and perceived behavioral control and the second part contains the quantitative information of the respondent it contains age, gender, name, department and job experience.

#### 3.3. Research Model

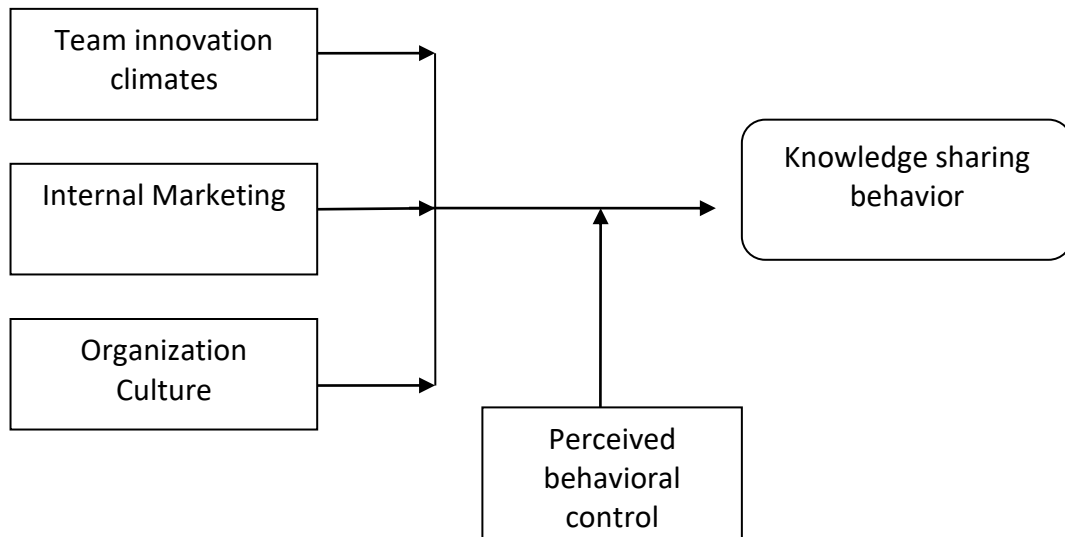


Fig. 1: Research Framework

## 4.Results

### 4.1Descriptive statistics

Table 1 shows the descriptive statistics related to respondents.

**Table 1: Descriptive Statistics**

Age Groups	Frequency	Percentage	Cumulative %
Up to 20	56	21.6	21.6
20-30	109	42.1	63.7
30-40	82	31.7	95.4
Above 40	12	4.6	100.0
Male	147	56.8	56.8
Female	112	43.2	100.0
Up to 2 year	182	70.3	70.3
3-6 year	49	18.9	89.2
6-10 year	21	8.1	97.3
Above 10	7	2.7	100
Lower level job	106	40.9	40.9
Middle-level job	86	34	74.9
Top-level job	65	25.1	100
Ufone	45	17.4	17.4
Mobilink	63	24.3	41.7
Telenor	46	17.8	59.5
Warid	54	20.8	80.3
PTCL	51	19.7	100

### 4.2Reliability of Study

Table 2 shows the measures of Cronbach's alpha as the indicator of the reliability of the instrument. It is found that all the measures are above 0.6 which is above the threshold level.

**Table 2: Test of Reliability**

Variable	N	Alpha's Value	Number of Questions
Team innovation climates	259	.812	15
Internal marketing	259	.812	15
Perceived behavior control	259	.602	4
Organization culture	259	.724	9
Knowledge sharing	259	.67	5
Overall	259	.901	48

**4.4 Correlation Analysis:**

Table 3 shows the relationship between knowledge sharing and Team innovation climates. Pearson correlational value of .573\*\* indicate that a strong relationship exists between knowledge sharing and Team innovation climates at the 0.01% level of significance. Based on results we accept the hypothesis H1. Therefore, we suggest Team innovation climates play a critical role in knowledge sharing. Therefore, if management wants to increase the knowledge sharing behavior of the employees they should Facilitate the components of team innovation climates like Participative safety, task orientation, vision, and support for innovation.

The statistic for the relationship between knowledge sharing and internal marketing shows the correlation value of .466\*\* which indicates that there exists a strong and positive relationship at the 0.01% level of significance. Based on results we accept the hypothesis H2. Therefore, we suggest internal marketing plays a critical role in knowledge sharing. So the managers should focus on strategic rewards, training, and development, effective communication and leadership in order to increase the knowledge sharing behavior of the employees.

Table 3 also shows a strong and positive relationship (.213) between knowledge sharing and organizational culture at the 0.01% level of significance. Based on results we accept hypothesis H3. Therefore; we suggest organizational culture plays a critical role in knowledge sharing. The f managers willing to increase the knowledge sharing behavior of their employees should ensure a conducive organizational culture where they can share their thoughts freely and openly. The relationship between knowledge sharing and Perceived behavior control (.213) as shown in table 3 indicates a strong and positive relationship at the 0.01% level of significance. Based on results we accept hypothesis H3. It implies that perceived behavior control plays a critical role in knowledge sharing.

**Table 3: Correlation Matrix**

	Knowledge Sharing	Team innovation climates	Internal marketing	Organizational culture	Perceived behavior control	Age	Gender
Knowledge Sharing	1						
Team innovation climates	.573**	1					
Internal marketing	.466**	.525**	1				
Organizational culture	.213**	.317**	.393**	1			
Perceived behavior control	.300**	.525**	.506**	.416**	1		
Age	-.097	-.108	-.056	-.015	-.048	1	
Gender	-0.32	.025	-.105	-.059	-.079	-.177	1

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

\* . Correlation is significant at the 0.05 level (2-tailed)

## 4.5 Regression Analysis

$$Ks = \beta_0 + \beta_1 TC + \beta_2 IM + \beta_3 OC + \beta_4 PCB$$

*Ks*=Knowledge sharing

*TC*= Team innovation climates

*IM* = internal marketing

*OC* = Organizational culture

*PCB*= Perceived behavior control

**Table 4:** Model Summary

R	R Square	Adjusted R Square
.608 <sup>a</sup>	.370	.360

R-squared is a statistical technique that indicates the goodness of fit data. It implies how much of the dependent variable is explained by the independent variables. The data shows that R<sup>2</sup> of the data is 0.370. It implies that the independent variables (Team innovation climates, internal marketing, Organizational culture, Perceived behavior control) explain 37% of the dependent (knowledge sharing) variable

**Table 5:** One-way ANOVA

Model .1	Sum of Squares	D.f	Mean Square	F	Sig.
<b>Regression</b>	25.58	4	6.39		
<b>Residual</b>	43.59	254	.71	37.31	.000
<b>Total</b>	69.137	258			

Table 5 shows the sum of squares, degree of freedom (df), mean square, F value and significance level for acceptance and rejection. We are only seen in table F value a significance value of the model test is used to determine the goodness of the model. If the value of F test is lesser then .05 the model is a good fit. The value of f is 37.31 and the significance level is .000. The value result shows that the model is fit and all the independent variables are used to determine the dependent variable. Here the current study concern about the value of F tests and significance value. Further, the value of the sum of squares shows that this model explained 69.1% of variations independent variables and the remaining 29.9% are unexplained variations.

All independent variables are significant at 1% level of significance. One unit or percent change in team innovative climate affects .584 unit changes on knowledge sharing in a positive direction. One unit or percent change in internal marketing (independent variable) causes .324 unit changes in knowledge sharing (dependent variable) in a positive direction. One unit change in Organizational culture causes -.010 unit changes in knowledge sharing negative direction. One unit perceived behavioral control knowledge sharing is changed by .90 units in the negative direction or opposite direction.



**Table 6: Coefficient Matrix**

Variables	Beta	Sig
TIC	.483	.000
IM	.255	.000
OC	-.007	.898
PBC	-.080	.212

**4.6 Moderation testing**

**Table 7: Coefficient Matrix**

Variables	Beta	significance	R2	R2 change	F Change	Sig F Change
TIC	.483	.000				
IM	.255	.000				
OC	-.007	.898				
PBC	-.080	.212				
TIC*PBC	.130	.013				
IM*PBC	.089	.110				
OC*PBC	.133	.026				
<b>MODEL</b>						
1			.328	.344	18.21	.000
2			.223	.230	8.02	.000
3			.099	.117	3.32	.000

Perceived behavioral control was taken as a moderator. The regression analysis as run the R square value is .40. This indicates that Perceived behavioral control moderates the relationship between the variables. The value of the r square is increased so the explanation power of the independent variable increased. R square .40 means that 40% variation is explained by the variables. The team innovative climate R square is increased from .328 to .344 and the f value is 44.63 and the significance level is .013 which is lower than the .05. Perceived behavioral control moderates the relationship between the team's innovative climate and knowledge sharing. The internal marketing R square is increased from .223 to .230 and the f value is 25.42 and the significance level is .110 which is greater than the .05. Perceived behavioral control does not moderate the relationship between internal marketing and knowledge sharing. The organizational culture R square is increased from .099 to 0.177 and the f value is 11.41 and the

significance level is .026 which is lesser than the .05. Perceived behavioral control moderates the relationship between organizational culture and knowledge sharing.

Thus based on the findings we accept the following hypotheses:

**H5:** Perceived behavioral control moderate the relationship between the team innovative climate (participative safety, vision, support for innovation, task orientation) and knowledge Sharing

**H6:** Perceived behavioral control moderate the relationship between the organizational culture (group, rational, Hierarchical culture) and knowledge sharing

However, based on the result, we reject the following hypothesis (H4).

**H4:** Perceived behavioral control moderate the relationship between internal marketing (internal communication, strategic reward, training and development, leadership) and knowledge Sharing.

## 5. Discussion and Conclusion

This study suggests that team innovative climate, organizational culture, and internal marketing effect employee knowledge-sharing. Perceived behavioral control effects the association between, team innovative climate, organizational culture, and knowledge-sharing attitudes. However, the relationship between internal marketing and knowledge sharing is not moderated by Perceived behavioral control. Organizational culture, team innovative climate, and internal marketing are vital for knowledge sharing (Hislop, 2003). Yang (2008) claimed that employees usually overlook the significance of sharing their working knowledge. Hendriks (1999) suggested that many employees do not share their knowledge related to their mistakes, failures and bad experiences.

The investigation found that internal communication increased the knowledge sharing behavior of the employees. Strategic reward, training, and development of the employees and leadership have a positive influence on knowledge sharing. Team innovative climate is an important predictor of knowledge sharing. The constituents of innovative climate, viz. participative safety, task orientation, and support for innovation have a positive influence on knowledge sharing. Yang (2010) supported the argument that the employees increase their knowledge sharing when they feel that the management is supportive and encourages such activities.

This research develops a unique idea in knowledge sharing by using internal marketing. Employees view themselves as an internal customer. This approach facilitates new and high quality to customers.

According to Ballantyne (2003), internal marketing is a factor in knowledge management. In order to increase the organizational learning, the activities of managers must be coordinated and cooperation of all the departments of the organization should be ensured. The concept of the internal and external customer gives a comprehensive view that service quality can be increased through the integration of the marketing and management theories and techniques. Thus we can propose that telecom management should encourage the knowledge sharing behavior of the employees by rewarding them with monetary and non-monetary rewards.

This research found the perceived behavioral control significantly moderate the relationship between the construct. This research finds that when employees know about their behavior then

they best contribute to the welfare of the telecom sector. The top management of the telecom companies must facilitate employee learning and development so as to encourage employees' knowledge sharing.

## 6. Limitations and recommendation for future research

This study has several limitations. First, it is confined to a particular sector i.e. Telecom sector. Therefore results do not apply to other sectors. Second, the sample of the study was based on one particular city (Lahore) only and also the respondents were chosen through convenient sampling. These factors seriously restrict the generalization of the findings. Third, this study used internal marketing, team innovative climate, and organizational culture as the independent variables. Further studies can be conducted with more or different variables. Fourth, this study used perceived behavioral control as the moderator rather than a mediator. Future studies may consider it as a mediator instead of a moderator.

**Author Contributions:** Waqas Ahmad Watto, Saira Batool and Waqar Ali conceived the idea; Waqas Ahmad collected data and all the authors jointly wrote the paper.

**Conflicts of Interest:** The authors declare no conflict of interest.

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