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THE IMPACT OF ORGANIZATIONAL FACTORS ON EMPLOYEE KNOWLEDGE SHARING IN INTERNET SERVICE PROVIDER COMPANIES IN PAKISTAN

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ABSTRACT
This study examines the impact of organizational factors on employee knowledge sharing in Internet service provider companies in Pakistan. The hypothesis is supported by the data which is collected by the 274 respondents, questions filled by the middle to top management level from internet services provider of Pakistan. The study focused on companies such as Cyber Internet Private Limited, PTCL, Wateen Telecom Limited, Storm Fiber, Connect, Multinet Pakistan Private Limited, Fiber Link, World Call Cable Broadband, Optix, and Nayatel in cities such as Islamabad, Quetta, Karachi, Hyderabad, Faisalabad, Peshawar, Sialkot, Multan, and Lahore. The study found that employee engagement and organization strategies have a positive impact on employee knowledge sharing, while organizational culture and organizational support do not. The Partial Least Square Structural Equation Model revealed that organizational factors explain 51.6% of the knowledge sharing among the employees of internet service provider companies in Pakistan. The study has some limitations, including a focus on established companies and limited consideration of employee access. Nevertheless, it will assist internet service provider management and human resource departments in identifying areas for improvement in employee knowledge sharing.
Keywords: Employee engagement, organization culture, organization strategy, organization support, employee knowledge sharing.

INTRODUCTION
Knowledge sharing is vital for organizational growth, which is gained through education, practices, and capabilities. Internet service providers in Pakistan need to share knowledge to improve their services and quality, as they expand their business and increase human resources. (Asnawi et al. 2016) emphasize the significance of knowledge workers, who possess valuable knowledge and are instrumental in decision-making and implementing knowledge management. (Powell and Snellman, 2004) define the knowledge economy as knowledge-intensive service and production activities that facilitate scientific and technical advancement, with its distribution having an impact on high-quality jobs and wages. The statement also acknowledges the challenge of integrating qualitative and quantitative research in social science.

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Knowledge sharing refers to the exchange of knowledge between groups and individua ls, involving the processing of information stored in the human brain such as facts, figures, concepts, personal information, dreams, judgments, and behavior. (Davenport and Parusak, 1998). (Alavi and Leidner, 2001), (Huysman and Wulf, 2006) distinguish that individual doesn't share own knowledge in all situation and they have not ready to share more as organizations need from them. Knowledge sharing faces many factors like environment, technology (Carlsonand Davis, 1998). Knowledge sharing involves a communication process between two or more participants exchanging knowledge. On average, (Tower Perrin, 2005) found that employee engagement rates were low globally, with the highest rates in Mexico (40%), Brazil (31%), USA (21%), Belgium (18%), and Canada (14%).

This study explores the importance of knowledge sharing for internet service providers as they expand their business and increase human resources. The Theory of Grounded Analyses is used to analyze the different ways in which knowledge sharing is realized, and the content of sharing is recognized as 'moves' (Berends, 2003) containing one or more speech-acts (Searle, 1969). The study reveals that the usefulness of knowledge sharing is a problem, and that members or organizations have not systematically discovered it yet. The relationship between knowledge sharing and communication is also discussed with reference to previous studies (Allen, 1977; Tushman, 1978; Hansen, 2002; Birkinshaw, 2002).

The study examines the impact of organization support, open communication, organization culture, organization strategy, and employee engagement on employee knowledge sharing. Organization support has been found to have a positive impact on knowledge sharing (Allen, et. al 2008). Open communication within the organization creates a favorable environment for knowledge sharing (Hooff and Ridder, 2004). Organizational culture affects the behavior of knowledge sharing (Ardichvili, et. al, 2006; Ladd and Ward, 2002). Organizational strategy is important in emphasizing the importance of knowledge sharing (Hansen, Nohria, and Tierney, 1999; Scheepers, Venkitachalam, and Gibbs, 2004). Employee engagement has been described as a sensitive and responsive relationship that connects employees with their jobs, managers, and organization (Gibbons, 2006; Hughes and Rog, 2008). Knowledge sharing is considered a crucial method for socialization and learning in the organization (Lin, 2007).

This research study explores how organizational factors impact knowledge sharing in the Internet service provider industry. The lack of knowledge-sharing practices is identified as a crucial issue. The study is based on the work of (Shamsi and Ajmal, 2018) and emphasizes the need to address other dimensions of employee engagement and organization strategy. The objectives of the study are to investigate the impact of organizational factors such as support, culture, strategy, and engagement on employee knowledge sharing in the Internet service provider industry. Additionally, the objective is to identify the effects of these factors and provide insights to maintain standards and services. Knowledge sharing is crucial for better job performance and organizational benefits. This research will help to determine the factors that are influencing, sharing of knowledge by employees in the internet industry. The results are applicable to internet-related industries but with limitations of the same organizational structure.

REVIEW OF LITERATURE

There are many studies, which has explored and investigated knowledge sharing in the internet and other industries across the different countries. For instance, the study of Areekkuzhiyil (2014) studies organizational factors affecting academic knowledge sharing among teachers in higher education. The study established that knowledge sharing is majorly concerned with the level of education and qualification. Another study by Razak et al. (2016) emphasized the importance of knowledge management for business survival and growth, and how it creates a learning and motivating environment for employees. The study discussed common theories of knowledge sharing the theory of reasoned actions and the theory of planned behavior to unlock the secrets of knowledge sharing.

Knowledge Sharing

The study of Teece, (1998) stressed that sharing knowledge is crucial for institutions to enhance their competitive benefits. Furthermore, the study by Bock et al. (2005) stated that transforming individual knowledge into organizational knowledge is challenging and individuals tend to store knowledge for various reasons. These reasons are either associated with the current use of knowledge or it is associated with the future prospects of shared knowledge. Transparency and sharing behavior are quite helpful for the employees to complete tasks on time and effectively. Baird and Henderson, (2001) highlighted that limited sharing of knowledge leads to gaps and undesired outcomes for assigned work., which may increase the cost and delay the performance of the organization. The study by Omar et al. (2004) identified five major independent variables affecting knowledge transfer and management: these include culture, structure, people/human resources, technology, and political instructions. Additionally, Areekkuzhiyil, (2016) emphasized the importance of effective communication for knowledge sharing, which can improve group performance. Effective communication makes it easy for employees to deliver information and ensure the delivery of assigned tasks. (Andreeva and Sergeeva, 2016) emphasized the importance of knowledge sharing in organizations to transfer knowledge for highly productive purposes. Lefika and Mearns, (2015) highlighted the benefits of knowledge sharing in promoting firms' ideas and analyzing enterprise knowledge. Kim and Lee, (2006) emphasized the importance of employee competencies and their work experience in knowledge sharing. (Lin, 2008) suggested that organizational culture and interaction have a strong influence on knowledge sharing. Yang, (2015) and (Bock and Kim, 2002) argued that knowledge sharing is the most crucial factor for knowledge management, which drives the organizational objective and goals in many industries, especially in internet services it is the major factor to smoothen the working environment. Chen and Hung (2010) suggested that creating a Professional Virtual Community (PVC) can promote knowledge sharing and identified factors such as mutual understanding, effective knowledge sharing, and contribution as key to behavior in PVCs.

Organization Culture

Mazin et. al, (2008) explored knowledge-sharing practices in organizational leadership with respect to the ability to change in organizations. Adaileh and Atawi (2011) found that organizational culture has an impact on knowledge sharing, and organizations that encourage teamwork and employee involvement with incentives promote knowledge sharing. Manjula, Thilagavathy, and Kannan (2016) studied the importance of job knowledge, skill, and capabilities in improving human resource management and organizational performance. Willem and Buelens (2009) emphasized the need to change the traditional organizational structure for effective knowledge sharing. Riege and Lindsay (2006) emphasize that effective knowledge-sharing is necessary to improve decision-making strategies in organizations. Singh (2008) explored the concepts of honesty, decision-making, and skill to change in organizations and their impact on knowledge-sharing practices. Pastor (2011) found a correlation between factors that influence organizational culture and knowledge transfer. Tan and Ramayah (2014) addressed the issue of motivating teachers to share knowledge and found that motivational factors such as helping others and enjoyment influence knowledge-sharing behavior among Malaysian academics. O'Dell and Grayson (1998) found that organizational culture is an important factor that influences knowledge-sharing behavior. Kuciapski (2017) studied the use of mobile technologies in knowledge transfer and proposed a conceptual model based on the Unified Theory of Acceptance and Use of Technology (UTAUT).

Organization Support

Trust between employees is very important for an organization’s internal support as well as the external helping hand. Several studies have emphasized the importance of trust between participants and managerial support in facilitating knowledge transfer (Gibbert and Krause, 2002; Burmeister and Deller, 2016). It has also been noted that international assignees play a crucial role in intra-organizational knowledge transfer (Argote, 2013; Lazarova and Caligiuri, 2001; Hocking, Brown, and Harzing, 2004). Organizational support practices have been found to positively impact

repatriation and subsequent knowledge transfer (Berthoin, 2001; Oddou, 2009). Additionally, effective organizational behavior is crucial in leveraging the impact of knowledge transfer (Jayasekara and Takahashi, 2014). Finally, studies have shown that targeted internal communication mechanisms and the transfer of experimental knowledge are important for successful knowledge transfer (Blumenberg, Wagner, and Beimborn, 2009; Burmeister and Deller, 2016).

Lee, Yun, and Kim (2017) found that HRM practices were used differently based on organizational strategy and employee level. Han and Chen (2018) found that dynamic capabilities played an important role in the relationship between knowledge sharing and innovation. Park and Kim (2011) identified trust and the IT skills of clients as key factors in effective knowledge transfer, and Gibbons (2006) found that trust, job nature, career development opportunities, employee advancement, and personal association with one's manager were effective dimensions of employee engagement.

Organization Strategy

The effectiveness of knowledge strategies and IT support in organizations has been studied by (Scheepers, Venkitachalam, and Gibbs 2004), who recommend a combination of 80/20 knowledge strategies of coding and personality for successful implementation. Anghel, Constantinescu, and Caescu (2013) suggest that effective knowledge strategies depend on the connection of organizational requirements for business strategy, while Hansen (1999) emphasizes the need for reforms in existing models. Bedford and Harrison (2015) focus on creating a strategy, and Zhu, Chiu, and Holguin (2018) examine the effects of knowledge acquisition and sharing on donors and recipients.

Employee Engagement

Lin (2007), Claxton et al. (2014), and Hughes and Rog (2008) emphasize the importance of motivators such as expected rewards, self-impact, enjoyment of helping others, and having a sense of purpose and knowledge, as well as the role of respect, retention, and recognition in driving engagement. Harrison (2015) explains the strategic approach to talent management, and Gibbons, (2006) notes the importance of supportive senior management. Hartline and Ferrell (1996) highlight the importance of employee adaptability, and Hewitt and Associates (2004) provide a comprehensive definition of employee engagement as a quality of passion and energy that drives individual action and commitment towards organizational goals.

Data and Research Methods

This study work is quantitative-based research that used a Deductive approach. The supposition is "the variables which are used in the study could be empirically analyzed besides measuring for stretch the results and findings". Investigate by using a quantitative methodology based on observation principles. Data that was essential for this study was collected from the 274 employees including female accessibility drawn from the Cyber Internet Private Limited, PTCL, Wateen Telecom Limited, Stormfiber, Connect, Multinet Pakistan Private Limited, Fiberlink, World Call Cable Broadband, Optix, and Nayatel from major cities of Pakistan as Karachi, Hyderabad, Quetta, Islamabad, Lahore, Faisalabad, Multan, Sialkot and Peshawar, Modeling technique name as Partial Least Squares (PLS) used for the data analysis purpose. Questionnaire component taking from research studies "The Employee Loyalty and Engagement by Ibrahim and Al Falasi (2014) and a Ph.D. student questionnaire from Jammu University.

Sampling Technique

This study followed the "Non-Random Sampling Technique" by piloting a structured survey questionnaire from the employees of internet service providers in Pakistan. Snowball and convenience sampling is used, respondents were mostly the head of departments, who also helped for indicating and providing access for collecting the data from relevant respondents. The Sample size of the study was 355 and the researcher received only 274 responses through all mediums employed while collecting the data.

Instrument of Data Collection

Structured questionnaire survey form used for data collection and survey form created by google-form similarly google-form also used for collecting the data via the internet. For survey form distribution used Short Message Services (SMS), WhatsApp messages, E-mail, and Twitter messages forums. The study also collected the data through direct meetings with concerned respondents in their offices and field.

Validity and Reliability Tests

Reliability and validity testing of the data was conducted using the Smart Partial Least Square (SmartPLS-3) software. This method was used to apply the Fornell-Lacker criterion and assess the discriminant validity. The square root of the Average Variance Extracted (AVE) was compared among the latent constructs to explain their own indicator variance compared to other latent constructs. The AVE was expected to have bigger values than the correlation of other latent constructs.

Research Model Developed

With the reference to the objective of this study, given below research model designed.

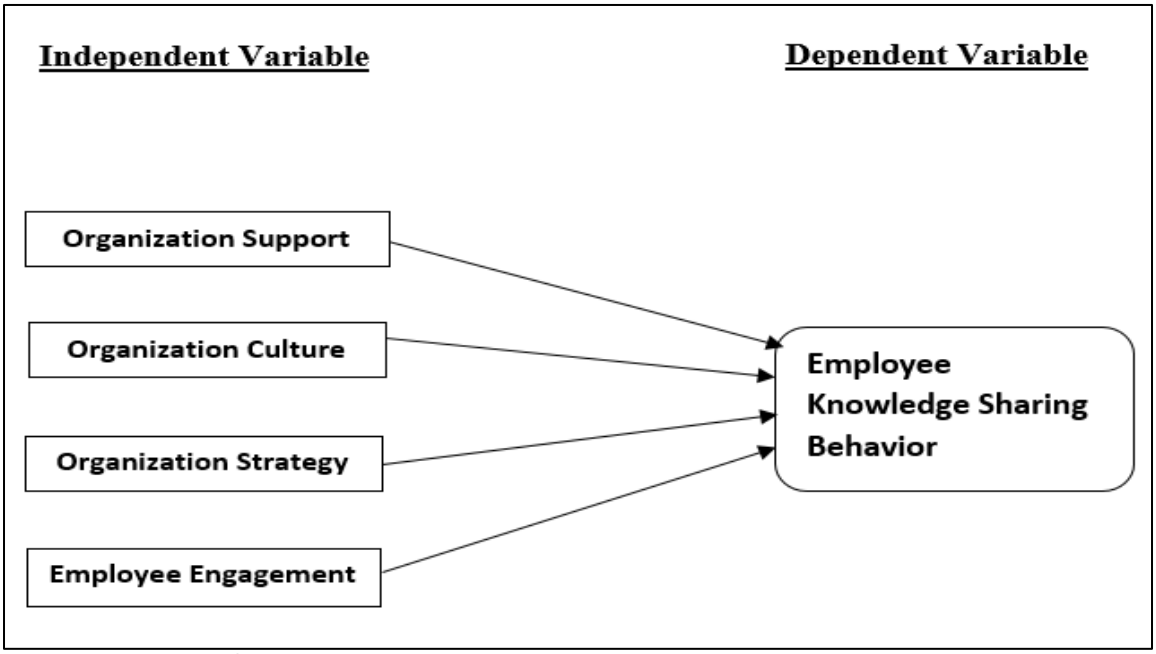

Fig.1: conceptual framework/Research Model

The above model variables "Organization Support" and "Organization Culture" are adopted from the study: "Impact of organizational factors on the knowledge sharing practice of teacher working in the higher education sector". It is very important to consider organizational factors while studying the employees' behavior in any industry. The internal factors of an industry or a firm play an important role in shaping organizational actions based on the short-run and long-run goals of the firm. The research was conducted by (Areekkuziyil, 2016). Other variables like "Organization Strategy" and "Employee Engagement" are adopted from the "Critical factors for knowledge sharing in technology-intensive organizations". This research was conducted by (Shamsi and Ajmal, 2018). It is very imperative to unlock the influence of organizations' specific strategies on the internal environment of an organization.

Statistical Technique:

Statistical techniques include path coefficients, T statistics, Fornell-Larcker criterion analysis for checking discriminant validity, and checking convergent validity.

RESULTS AND DISCUSSION

Measurement Model

Smart Partial Least Square (SmartPLS-3) Software examines the measurement and structural models separately. Variable open communication dropped due to model un-fit may be the cause of un-engage data. Table-1 and table-2 have presented PLS results in detail.

Table 1: Reflective Outer Model and Validity and Reliability for Constructs.

Latent Variable	Indicators	Loadings	Composite Reliability	Average Variance Extracted (AVE)
Employee Engagement	EEG1	0.746	0.917	0.65
	EEG2	0.838		
	EEG3	0.856		
	EEG4	0.830		
	EEG5	0.802		
	EEG6	0.757		
Employee Knowledge Sharing	KSB1	0.768	0.922	0.663
	KSB2	0.821		
	KSB3	0.816		
	KSB4	0.836		
	KSB5	0.824		
	KSB6	0.821		
Organization Culture	OCL1	0.745	0.889	0.573
	OCL2	0.772		
	OCL3	0.752		
	OCL4	0.749		
	OCL5	0.748		
	OCL6	0.772		
Organization Support	OSP1	0.809	0.896	0.632
	OSP2	0.825		
	OSP3	0.782		
	OSP4	0.765		
	OSP5	0.821		
	OSP6	0.591		
Organization Strategy	OST1	0.782	0.912	0.592
	OST2	0.806		
	OST3	0.813		
	OST4	0.805		
	OST5	0.796		
	OST6	0.767		

Table 2: Result Summary of Matrix Validity and Reliability for Constructs.

	Cronbach's Alpha	rho_A
Employee Engagement	0.891	0.893
Employee Knowledge Sharing	0.899	0.903
Organization Culture	0.851	0.854
Organization Strategy	0.884	0.884
Organization Support	0.865	0.889

Tavakol and Dennick (2011) explain the sense of Cronbach's Alpha and provide the value ranges for acceptance and rejection, they said the value of Cronbach's Alpha 0.5 is considered as a

low value and unactable, if a value is between 0.5 to 0.6, it is considered as poor value, the value from 0.6 to 0.7 can also be questionable, but the value from 0.7 to 0.8 would be counted as acceptable, from 0.8 to 0.9 value seem good even 0.9 will be excellent. As Table number-2 shows Cronbach's values are greater than 0.8 which is good and satisfactory matrix validity and reliability. (Dijkstra and Henseler, 2015) stated that Rho_A should be greater than 0.7. Table number-2 shows values of rho-A are between 0.854 to 0.903 which is an acceptable value range and represents the satisfactory validity and reliability matrix.

Individual Item Reliability

Item reliability for individuals was tested with the help of PLS Smart-3 by the calculating loading of individuals and measuring links among given factors. Table no 1 shows the summary of loadings. Hulland (1999) said if items with loadings values are 0.7 or more than 0.7 shows there is considerable common variance that error variance among construct and its measure. According to table number 1 there are 20 measures full fill the criteria. If the loading values are lower than 0.5 that consider variance is due to error and these items must be dropped (Hulland, 1999). Due to all values being above 0.5 so no value dropped from Table number 1.

Composite Reliability (Internal consistency)

For the assurance of internal consistency, the relation among the measures meaning which measure for the same construct generates as same results. Composite reliability value examines for internal consistency measure. Hulland (1999) explained that the composite reliability acceptance value is 0.7, and Table number 1 shows all factors are above the acceptable level because the employee engagement value found as 0.917, the employee knowledge sharing value is 0.922, the organization culture is 0.889, organization support value is 0.896, organization strategy value is 0.912. Hence all the above values are acceptable values.

Average Variance Extracted (AVE) (Convergent Validity)

Average Variance Extracted (AVE) evaluated for check convergent validity, as Table number 1 shows employee engagement AVE value of 0.65, however, the value of employee knowledge sharing stands at 0.663, organization culture value is 0.573, organization support value is 0.632 and organization strategy's value is 0.592. Above mention values are greater than the acceptable range value which is 0.5. Therefore, convergent validity has been confirmed.

Discriminant Validity

(Fornell and Larcker, 1981) explained AVE's square root in each variable could use to establish discriminant validity. A table was created in which AVE's square root is considered and presented in the table-3.

Table 3: Fornell-Larcker (Discriminant Validity):

Latent variables correlations are taken from the PLS Smart report output section of latent variable correlation. Results indicates about discriminant validity is well recognized.

	Employee Engagement	Employee Knowledge Sharing	Organization Culture	Organization Strategy	Organization Support
Employee Engagement	0.806				
Employee Knowledge Sharing	0.685	0.814			
Organization Culture	0.655	0.569	0.757		
Organization Strategy	0.553	0.532	0.537	0.795	
Organization Support	0.294	0.237	0.356	0.276	0.770

Table 4: Heterotrait-Monotrait Ration (HTMT) (Discriminant Validity):

	Employee Engagement	Employee Knowledge Sharing	Organization Culture	Organization Strategy	Organization Support
Employee Engagement					
Employee Knowledge Sharing	0.759				
Organization Culture	0.746	0.638			
Organization Strategy	0.621	0.590	0.614		
Organization Support	0.321	0.241	0.399	0.304	

Henseler, Ringle, and Sarstedt (2015) express that the value of HTMT Heterotrait-Monotrait Ratio values should be less than 0.9 which shows the discriminant validity. As the above table shows all variable values are less than 0.9 so discriminant validity has been verified.

Structural Model

Cool, Dierickx, and Jemison (1989) indicate the structural model specifies the relations between constructs, allowing for a test of the hypotheses of the study. The examination of the relationship among explained variance and constructs is done by evaluating the path coefficient and value of R-Square. Given figure number 2 shows the results of PLS structure equation modeling (SEM) for the reflective model. (Areekkuzhiyil, 2016) used four independent variables with one dependent variable and used structural equation modeling (SEM) in a simple model.

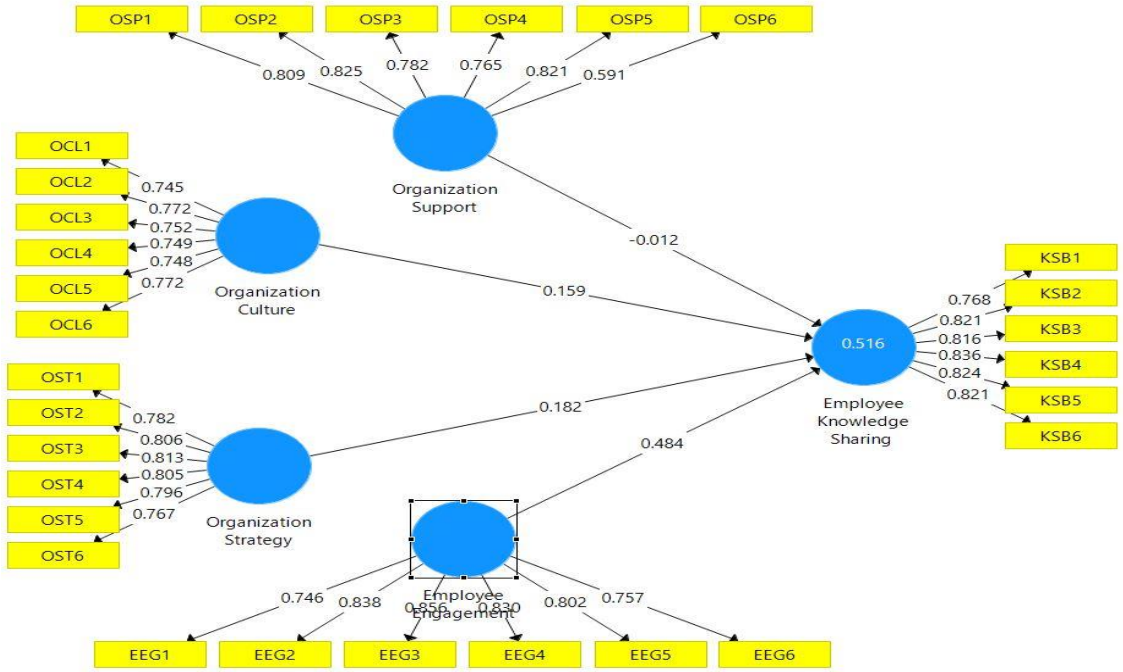

Fig.2: Impression of Organizational Factors on Employee Knowledge Sharing:

How much a variable is an extent explained to express the determination of coefficient by the model. The variable's coefficient of determination in the model is presented in Table 3 and Table 4.

Table.4: Quality Criteria for the Model:

Variable	R Square	R Square Adjusted
Employee Knowledge Sharing	0.516	0.509

The Statistical measure of R-Squared is show the fitness and expresses in the regression model what extent the dependent variable is defined by the independent variable. As shown in table number-4 all selected organizational variables altogether explain 51.6% percent of the employee knowledge sharing in the Internet service providers in Pakistan. This is significant impact as acceptable value is more than 0.5.

Table.5: Model Fit:

	Saturated Model	Estimated Model
SRMR	0.060	0.060
d_ULS	1.647	1.647
d_G	0.613	0.613
Chi-Square	953.449	953.449
NFI	0.810	0.810

The differentiation between model-implied correlation and observed correlations can show by the SRMR. Hence, it allowed measuring the average scale of differences among expected correlations and observed correlations as an absolute measure (model) fit criterion. A value less than 0.10 a more conservative version is considered a good fit (Hu and Bentler, 1998). Henseler (2014) introduces the SRMR as the goodness of fit measure. Hence the value of SRMR is 0.059 accepted fit criteria.

The chi-squared was used to conclude, the significant difference among expected frequencies and observed frequencies in groups. The table number-5 shows the saturated model value of Chi-Square 953.449. Lohmöller (1989) explains that the value of the Norm Fix Index

(NIF) should not be more than 0.9 for model acceptable and fitness. As Table number-5 represents the value of NIF is 0.810 which is acceptable and fit.

Testing of Hypotheses using Bootstrapping

Confidence interval and path coefficients and statistical inference were checked by bootstrapping analysis with the help of the PLS smart tool. It's used to test hypotheses' acceptance and rejection. Bootstrap 500 samples have been adopted for run tests. Table number-6 shows the Hypothesis (the path model) with the respect t-value for each and every path.

Table.6: T-Statistics and Path Coefficients:

	Path Coefficient	T Statistics (O/STDEV)	P Values
Employee Engagement -> Employee Knowledge Sharing	0.484	5.397	0.000
Organization Culture -> Employee Knowledge Sharing	0.159	1.780	0.076
Organization Strategy -> Employee Knowledge Sharing	0.182	3.424	0.001
Organization Support -> Employee Knowledge Sharing	-0.012	0.269	0.788

Table no 6 shows the values of T statistics and P value. The details of the tested hypotheses have been defined below. The path coefficient between the independent variable Employee Engagement and the dependent variable Employee Knowledge Sharing is 0.484 which is significant at 0.01 level (β =0.484, t=5.397 significant at 0.01 level). The P value is 0.000 which is less than the threshold level of 0.05, Hence the hypotheses that employee engagement of the organizations has a significant impact on the employee knowledge sharing in internet services providers of Pakistan has been accepted.

The path coefficient between the independent variable Organization Culture and the dependent variable Employee Knowledge Sharing is 0.159 which is significant at 0.01 level (β =0.159, t=1.780 significant at 0.01 level). The P value is 0.076 which is higher than the threshold of 0.05, Hence the hypothesis that the Organization Culture of the organizations has an insignificant impact on employee knowledge sharing in internet services providers of Pakistan has been rejected. The path coefficient between the independent variable Organization Strategy and dependent variable Employee Knowledge Sharing is 0.182 which is significant at 0.01 level (β =0.182, t=3.424 significant at 0.01 level). The P value is 0.001 which is less than the threshold of 0.05, Hence the hypothesis that the Organization Strategy of the organizations has a significant impact on employee knowledge sharing in internet services providers of Pakistan has been accepted.

The path coefficient between the independent variable Organization Support and the dependent variable Employee Knowledge Sharing is -0.012 which is in-significant at 0.01 level (β =-0.012, t=0.269 significant at 0.01 level). The P value is 0.076 which is higher than the threshold of 0.05, Hence the hypothesis that Organization Support of organizations has an insignificant impact on employee knowledge sharing in internet service providers of Pakistan has been rejected.

CONCLUSION

The study is based on primary data collected from the internet industry to investigate the influencing factors that drive the knowledge-sharing behavior of employees, which further supports the internal and external obligations of an organization. The study suggests that organizational strategy can have a profound influence on knowledge sharing contained by an internet industry business in Pakistan. Businesses that line up cooperation, invention, and a culture of learning and involvement are expected to have supplementary achievement in the development of a knowledge-sharing culture among their staff members.

However, the finding suggests that organizational strategy positively affects employee knowledge sharing which shows that organizations that involve the participation of employees in

developing the strategies with the engagement of employees have influence the motivation of employees. Furthermore, our results reveal that anticipated, organization support has a negative effect on the knowledge sharing of employees. The organization's culture remained an insignificant impact on the employee's sharing of knowledge. It also observed that practices to develop knowledge sharing in organizations have their opportunities for growth or increase growth opportunities for others, thus increase in internal competition. Conversely, if the strategy is more focused on individual performance or competition, employees may be less likely to share their knowledge with others.

POLICY IMPLICATIONS

Based on the study results, it is evident that employee engagement is crucially linked with knowledge sharing. Furthermore, the implementation of organizational strategy is also an essential factor in facilitating knowledge sharing. It is commonly observed that the relationship between initiators, processes, and knowledge enablers plays a crucial role in the sustainability, innovation, and performance improvement of an organization. Having a robust strategy and process for sharing knowledge can make employees more efficient and responsible.

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