

**THE IMPACT OF ORGANIZATIONAL CULTURE ON KNOWLEDGE SHARING:
AN EMPIRICAL STUDY IN THE TELECOM SECTOR OF PAKISTAN**

By

Syed Harris Laeeque

A thesis

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Masters of Philosophy

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Signature -----

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DEDICATION

I would like to dedicate my thesis to my beloved mother Ansa Mubashira, a strong and gentle soul. All I am I owe to my mother. I attribute all my success in life to the moral, intellectual and physical education I received from her.

Table of Contents

Approval sheet	iii
Submission Form of Thesis for Higher Research Degree	v
Declaration of Authentication.....	vii
Acknowledgements.....	viii
Dedication.....	ix
List of Tables	xiii
Abstract.....	xiv
Chapter 1: Introduction.....	1
1.1 Background of the Study.....	2
1.2 Problem Statement	5
1.3 Contextual Overview.....	7
1.4 Research Objectives	10
1.5 Research Questions	10
1.6 Overview of Theoretical Framework	11
1.7 Overview of Research Methodology.....	11
1.8 Significance of the Study	12
1.9 Limitations	13
1.10 Structure of the Thesis.....	Error! Bookmark not defined.
Chapter 2: Literature Review.....	15
2.1 Introduction.....	15
2.2 The Concept of Knowledge.....	15
2.2.1 What is knowledge?.....	15
2.2.2 Definitions of Knowledge	17
2.2.3 Data, Information, and Knowledge	18
2.2.4 Types of Knowledge.....	20
2.2.5 Interface between Tacit and Explicit Knowledge.....	24
2.2.6 Knowledge as a Strategic Asset for Organizations	25
2.3 The Concept of Knowledge Management.....	26

2.3.1 What is Knowledge Management.....	26
2.3.2 Definition of Knowledge Management	27
2.4 The Concept of Knowledge Sharing.....	29
2.4.1 Knowledge Sharing	29
2.4.2 Challenges and Factors Affecting Knowledge Sharing.....	32
2.4.3 Importance of Knowledge Sharing.....	36
2.5.2 Dimensions of Organizational Culture	46
2.6 Relationship between Organizational Culture and Knowledge Sharing.....	58
2.7 Conclusion.....	60
Chapter 3: Theoretical Framework	61
3.1 Introduction	61
3.2 Research Model.....	61
3.3 Development of Hypotheses	63
3.3.1 Relationship between Organizational Culture and Knowledge Sharing	63
3.3.2 Relationship between Trust between Employees and Knowledge Sharing	64
3.3.3 Relationship between Interpersonal Communication and Knowledge Sharing	67
3.3.4 Relationship between Reward System and Knowledge Sharing.....	68
3.4 Conclusion.....	70
Chapter 4: Methodology	72
4.1 Introduction	72
4.2 Purpose of the Study	72
4.3 Research Paradigm.....	73
4.4 Unit of Analysis	75
4.5 Target Population	76
4.6 Sampling Method and Sample Size	76
4.7 Method for Data Collection.....	78
4.8 Research Instrument.....	79
4.9 Operationalization of the Variables.....	80
4.9.1 Organizational Culture	80
4.9.2 Trust.....	80
4.9.3 Interpersonal Communication	81

4.9.4 Reward System.....	81
4.9.5 Knowledge Sharing	81
4.10 Data Analysis Techniques.....	82
4.11 Ethical Considerations.....	85
4.12 Conclusion.....	86
Chapter 5: Results, Analysis and Discussion.....	87
5.2 Response Rate	87
5.3 Descriptive Statistics of the Background Information of the Participants	89
5.3.1 Gender of Respondents.....	89
5.3.2 Age of Respondents.....	89
5.3.3 Marital Status of Respondents.....	90
5.3.5 Organizational Position of Respondents.....	91
5.3.6 Years Served in the Current Organization.....	93
5.4 Scale Reliability Analysis	94
5.5 Descriptive Analysis of Variables of the Study	95
5.5.1 Descriptive Analysis of Organizational Culture (Independent Variable)	95
5.5.2 Descriptive Analysis of Knowledge Sharing (Dependent Variable).....	97
5.6 Correlation and Regression Analysis	98
5.7.1 Results of Hypothesis 1	99
5.7.2 Results of Hypothesis 2	99
5.7.3 Results of Hypothesis 3	100
5.7.4 Results of Hypothesis 4.....	101
5.8 Discussion	101
5.8.1 Relationship between Organizational Culture and Knowledge Sharing	102
5.8.2 Relationship between Trust between Employees and Knowledge Sharing	103
5.8.3 Relationship between Interpersonal Communication and Knowledge Sharing.....	104
5.8.4 Relationship between Reward System and Knowledge Sharing.....	105
5.9 Conclusion.....	107
Chapter 6: Conclusion.....	108
6.1 Implications for Future Research	109
Chapter 7: References.....	111

Appendices.....	159
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List of Tables

Table 1: Summary of the Instrument	79
Table 2: Gender of Respondents.....	90
Table 3: Age of Respondents	90
Table 4: Marital Status of Respondents	90
Table 5: Education Level of Respondents	91
Table 6: Organizational Position of Respondents.....	93
Table 7: Years the Respondents Served in their Current Organizations.....	94
Table 8: Scale Reliability Analysis.....	94
Table 9: Descriptive Analysis of Organizational Culture.....	97
Table 10: Descriptive Analysis of Knowledge Sharing.....	97
Table 11: Summary of Correlation Analysis	98
Table 12: Summary of Multiple Regression Analysis	98
Table 13: Summary of the Results.....	101

Abstract

The main purpose of the present study is to conduct an in-depth investigation on the relationship between the concepts of organizational culture and knowledge sharing in the context of telecommunication sector of Pakistan. The study endeavors to determine how the three dimensions of organizational culture, namely, trust, reward system and interpersonal communication, impact the practice of knowledge sharing in the workplace. To effectively achieve this purpose, firstly, the study presents a comprehensive and rational analysis of the prior studies conducted on this area. Secondly, the study adopts the research model proposed by Al-Alawi, Al-Marzooqi, and Mohammed, (2007) and empirically examines the individual and also the combined impact of the cultural dimensions on knowledge sharing. The present study follows a positivist paradigm and employs a mix of descriptive and explanatory research. The unit of analysis is individuals, while, the target population is limited to the employees working in the five telecom organizations of Pakistan. The sample size of the proposed study is three hundred respondents that are drawn through probability sampling technique. Following a survey research approach, self-administered questionnaires are used as the sole instrument to collect the data from respondents. In order to test the proposed hypotheses, SPSS software is used to run the descriptive statistics analysis, correlation analysis and multiple regression analysis on the collected data. The results of the present study indicate that the dimensions of organizational culture, namely, trust, interpersonal communication, and reward system have a significant positive impact on knowledge sharing.

Keywords: Knowledge, knowledge management, knowledge sharing, organizational culture, reward system, interpersonal communication, trust.