

**EFFECTS OF INTRINSIC AND EXTRINSIC  
MOTIVATION ON EMPLOYEE KNOWLEDGE  
SHARING INTENTIONS: AN EMPIRICAL FINDING ON  
BANKING SECTOR OPERATING IN KARACHI**

**By**

**SARAH RAZI  
25244**

A thesis presented to the Department of Management Sciences,  
Bahria University Karachi Campus, in partial fulfillment of the  
requirements  
of the MBA degree



**SPRING, 2018**

**Bahria University Karachi Campus**



## MBA Thesis 2nd Half-Semester Progress Report & Thesis Approval Statement

### Supervisor – Student Meeting Record

| S# | Date    | Place of Meeting | Topic Discussed                   | Signature of Student |
|----|---------|------------------|-----------------------------------|----------------------|
|    | 10-4-18 | Office           | Literature Review                 | <i>[Signature]</i>   |
|    | 18-5-18 | Faculty Office   | Results of research previous work | <i>[Signature]</i>   |
|    | 13-6-18 | Faculty Office   |                                   | <i>[Signature]</i>   |

### APPROVAL FOR EXAMINATION

Candidate's Name: Sarah Razi Registration No.: 25244

Thesis Title: Effects of intrinsic and extrinsic motivation on employee knowledge sharing intentions an empirical finding on banking sector operating in Karachi

I hereby certify that the above candidate's thesis has been completed to my satisfaction and, to my belief, its standard is appropriate for submission for examination. I have also conducted plagiarism test of this thesis using HEC prescribed software and found similarity index at 17% that is within the permissible limit set by the HEC for the MBA thesis. I have also found the thesis in a format recognized by the Department of Management Sciences.

Supervisor's Signature: *[Signature]* Date: 9 JULY 2018

Supervisor's Name: KHURRAM ABDEL SHAIKH

HoD's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Abstract

**Purpose** The cause of the research was observed the motivational elements that influence employee attitude and knowledge sharing intentions. Theory of reasoned action has used to dictate roles of extrinsic motivation includes anticipated organizational rewards, reciprocal benefits while ingrained motivation includes enjoyment of people in sharing their knowledge with others and knowledge efficacy. The study aims to find out consequences of intrinsic and extrinsic motivation on knowledge sharing behavior of employees with mediating effect that employee's attitudes around knowledge sharing will head to improve individual sharing etiquette among employees of banking sector in Karachi.

**Methodology & Design** The research was an explanatory in nature. The primary quantitative statistics were used well-constructed items and close ended questionnaire were adapted. Convenience sampling approach was used to receive information from 386 respondents of various banks. For statistical analysis Pearson's correlation and multi linear regression were tested.

**Findings** The study has revealed that expected organizational rewards, enjoyment in helping others and reciprocal benefits had significant impact employee sharing knowledge intentions. However knowledge self-efficacy was found insignificant.

**Practical Implications** The reactions of this research will help organizations to grasp importance of sharing knowledge. In addition, it provides knowledge about motivational determinants which have positively contributed towards experiential employee knowledge sharing intentions. To keep employees share their knowledge and expertise can lead organizations towards success and satisfied organizations can use these determinants and implicates in their organizations.

**Keywords** Expected organizational rewards (EOR), Reciprocal benefits (RB), knowledge self –efficacy (KSE), Knowledge sharing intentions (KSI),the theory of reasoned action (TRA)

## TABLE OF CONTENTS

|   |    |
|---|----|
| CHAPTER 1 .....   | 1  |
| INTRODUCTION .....  | 1  |
| 1.1 Problem Statement .....   | 2  |
| 1.2 Research Objective.....   | 3  |
| 1.3 Research Questions .....  | 3  |
| 1.4 Significance of the Study .....   | 4  |
| 1.5 Scope of the Research .....   | 4  |
| 1.6 Organization of the Thesis .....  | 4  |
| CHAPTER 2 .....   | 6  |
| LITERATURE REVIEW .....   | 6  |
| 2.1 Significance of knowledge sharing .....   | 6  |
| 2.2 Intrinsic motivation .....  | 7  |
| 2.2.1 Knowledge self-efficacy .....   | 8  |
| 2.2.2 Enjoyment in helping others .....   | 8  |
| 2.2.3 Extrinsic motivation.....   | 8  |
| 2.2.4 Expected organizational rewards .....   | 9  |
| 2.2.5 Reciprocal benefits.....  | 9  |
| 2.3 Attitude towards knowledge sharing.....   | 10 |
| 2.4 Relationship between expected organizational rewards and knowledge sharing intentions ..... | 10 |
| 2.5 Relation of reciprocal benefits and knowledge sharing intentions.....                       | 10 |
| 2.6 Relation of knowledge self-efficacy and knowledge sharing intentions.....                   | 10 |
| 2.7 Relation of enjoyment in helping others and knowledge sharing intentions .....              | 11 |
| 2.8 Relation of attitude towards knowledge sharing and knowledge sharing intentions             | 11 |
| 2.9 Research Hypotheses.....  | 12 |
| 2.9.1 Dependent Variable .....  | 12 |
| 2.9.2 Independent Variables .....   | 12 |

|                                     |                                       |    |
|-------------------------------------|---------------------------------------|----|
| 2.9.3                               | Mediating variable .....              | 12 |
| 2.10                                | Conceptual Framework .....            | 12 |
| 2.11                                | Research Hypotheses.....              | 14 |
| CHAPTER 3 .....                     |                                       | 16 |
| Research Methodology .....          |                                       | 16 |
| 3.1                                 | Research Approach & Type .....        | 16 |
| 3.2                                 | Research Design .....                 | 16 |
| 3.3                                 | Research Population.....              | 16 |
| 3.4                                 | Sample Size & Sampling Technique..... | 16 |
| 3.5                                 | Research Instrument.....              | 17 |
| 3.6                                 | Data Collection.....                  | 17 |
| 3.7                                 | Data Analyses Method .....            | 17 |
| Results.....                        |                                       | 18 |
| 4.1                                 | Respondent Profile .....              | 18 |
| 4.2                                 | Reliability Analyses .....            | 19 |
| 4.3                                 | Correlations .....                    | 19 |
| 4.4                                 | Factor Analysis.....                  | 22 |
| 4.5                                 | Hypotheses Testing .....              | 25 |
| 4.5.1                               | Hypothesis H1.....                    | 25 |
| 4.5.2                               | Hypothesis H2a-H5a.....               | 26 |
| 4.5.3                               | Hypothesis H2b-H5b .....              | 29 |
| 4.6                                 | Summary of Hypotheses Testing .....   | 31 |
| Discussion .....                    |                                       | 32 |
| 5.1                                 | Hypothesis 1 Discussion .....         | 33 |
| 5.2                                 | Hypothesis 2 Discussion .....         | 34 |
| 5.3                                 | Hypothesis 3 Discussion .....         | 34 |
| 5.4                                 | Hypothesis 4 Discussion .....         | 35 |
| 5.5                                 | Hypothesis 5 Discussion .....         | 35 |
| Recommendations and Conclusion..... |                                       | 36 |
| 6.1                                 | Recommendations .....                 | 36 |

Spring 2018

25244

|     |                                  |    |
|-----|----------------------------------|----|
| 6.2 | Limitations of the Research..... | 36 |
| 6.3 | Future Research.....             | 36 |
| 6.4 | Conclusion.....                  | 37 |
|     | References.....                  | 38 |
|     | APPENDIX.....                    | 44 |