Motivation Factors Toward Knowledge Sharing Intentions and Attitudes

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Abstract

Employees' knowledge is a fundamental and valuable resource for the organization, and if it is used and shared properly among employees, the organization will gain a competitive edge. However, knowledge sharing does not occur definitely; instead, it is an individual choice that cannot be compulsory. This research tackles a critical issue, which is motivating employees toward knowledge sharing. The aim of this study is to examine the impact of the antecedents of motivation, which consists of (organizational commitment, environmental dynamism, reward, and job-related factors), to determine and explain the knowledge sharing intentions and attitudes. This will be along with examining organizational climate effect on the intentions of knowledge sharing. A total of 283 questionnaires were submitted to Arab Open University employees, and 221 valid questionnaires were considered in this study. The findings revealed that organizational commitment and intrinsic reward have a significant influence on intrinsic motivation. Moreover, it was found that extrinsic reward has a positive impact on extrinsic motivation. In addition, the findings revealed that extrinsic motivation has a positive influence on knowledge sharing intentions and attitudes, however, intrinsic motivation has a positive impact only on attitudes toward knowledge sharing. Also, attitudes toward knowledge sharing positively and highly influence knowledge sharing intentions.

Keywords: motivation, knowledge sharing, reward, organizational commitment, organizational climate, environmental dynamism

1. Introduction

Recently, many organizations have realized the importance of knowledge sharing in the workplace, since they operate in a complex and a highly changing environment. Knowledge sharing is an activity that involved task information and know-how to tackle issues, and invents new thoughts, or develops rules and guidelines (Cummings, 2004). Moreover, it is essential to manage and encourage knowledge sharing among the employees who are the primary resource for an organization's competitive advantage. Knowledge is within the individuals who own, understand, use, store and practice knowledge in achieving their responsibilities. Therefore, employee's knowledge sharing behaviors are absolutely governed how knowledge is moving across the employees and organizational boundaries, into and from origins and also into practices and norms of the organization (Bock et al., 2005).

Studies in this area are still fragmented. Wong-On-Wing et al. (2010) examined the effects of organizational commitment and environmental dynamism on motivation but did not link it to knowledge sharing. Abdul Rahim & Wan Daud (2013) examined the effects of reward on motivation but did not also link it to knowledge sharing. On the other hand, Lin (2007) linked motivation to knowledge sharing without examining the antecedents. Bock et al. (2005) added organizational climate as an antecedent of knowledge sharing intentions, and Foss et al. (2009) added job-related factors only as an antecedent of motivation but did not include the others. Accordingly, there is the need to combine all the perspectives into a single model in order to deepen insight.

In addition, there is a strong body of research into knowledge management and knowledge sharing in commercial environments, and growing interest in knowledge management in public sector organizations (e.g. Brown and Brudney, 2003; Sandhu et al., 2011; Fullwood et al.,2013). However, there has been little empirical research specifically into knowledge sharing and the factors that might affect it in universities. One of these is Arab Open University (AOU), a non-profit organization. AOU is a regional higher education institution. It has eight branches located in different Arab Along with the Headquarters (HQ) located in the State of Kuwait to be responsible for

managing the administrative, financial, academic, research and students affairs of these branches. AOU aims to develop and distribute the education and build expertise in different fields according to international quality standards regardless of time or geographical barriers (AOU, 2015). As per collected feedback from the Human Resources Department of Arab Open University (AOU) Headquarters (HQ), there is a lack of knowledge sharing among employees of AOU. Therefore, it is important to study the required actions to be implemented to encourage the employees to interchange the knowledge and experience. This is facilitated through the effective involvement of Human Resources Department, which motivates the employees via various means like reward and other job-related factors. It also helps in creating the environmental dynamism and organizational commitment, which ultimately lead towards knowledge sharing intentions and attitudes.

The study aims to examine the impact of motivation, and its antecedents, which consists of (organizational commitment, environmental dynamism, reward, and job-related factors), on knowledge sharing intentions and attitudes. Along with studying the effect of organizational climate on the intentions of knowledge sharing.

2. Literature Review

2.1 Attitudes Toward Knowledge Sharing

Attitudes toward knowledge sharing refer to the extent of individual's positive or negative thoughts and feeling on sharing knowledge. It is the sum of an individual's views on knowledge sharing. On one side the relationship between the motivation and attitudes toward knowledge sharing, which can be studied by using social exchange relationships (Bock et al., 2005). Social Exchange Theory explains why employees perform a certain behavior, because they are expecting rewards, and they are likely to select the best behaviors that maximize benefits and minimize costs (Wang & Noe, 2010). As a result, it enforces the positive relationship between extrinsic motivation and the attitudes toward knowledge sharing. Moreover, Rahab & Purbudi (2013) examined that individuals' intentions to knowledge are affected by attitudes toward knowledge sharing. Therefore, in this research, it is expected that motivation has a positive impact on attitudes toward knowledge sharing, which in turn influence knowledge sharing intentions.

2.2 Knowledge Sharing Intentions

Bock et al., (2005) stated that many ways may emphasize the employees to share knowledge, such as the aim to make or improve personal relations with managers and co-workers or to impress others. Furthermore, the personal status of employees may also affect the tendency to knowledge sharing for wide determinations (i.e., senior staff may show less interest to share knowledge than new staff because new ones have a bigger motivation to show their impressions on the managers) (Wang & Noe, 2010). Based on a study by Vera-Mu˜noz, et al. (2006) who viewed the motivation as fundamental aspect affecting the intentions to share knowledge regardless of the form or purpose of knowledge to be shared. In opposite to the study of Hau et al. (2013), who stated that organization motivations have a further positive influence on intentions toward explicit knowledge sharing than on intentions toward tacit knowledge sharing. Therefore, in this research, it is supposed that knowledge sharing intentions are influenced by motivation. Furthermore, knowledge sharing intentions are influenced by attitudes toward knowledge sharing. The first hypothesis is:

Hypothesis (H_1): Attitudes toward knowledge sharing have a positive influence on knowledge sharing intentions among employees.

2.3 Organizational Commitment

Organizational commitment can be defined as the loyalty to the organization and has been referred to as individual's emotional association and involvement in an employing organization (Cooper-Hakim & Viswesvaran, 2005). Thus, based on a study by Deci & Ryan (2000), "a secure relational base provides a needed backdrop for intrinsic motivation". Using the Self-Determination Theory, which explains the individuals' behaviours due to innate psychological needs. So, applying this theory explains that employees with an increased degree of organizational commitment are more likely to have intrinsic motivation, which encourages them to participate in constructive activities (Wong-On-Wing et al., 2010). Therefore, in this research, it is expected that organizational commitment has a positive influence on motivation. The second hypothesis is:

Hypothesis (H_2): "Organizational commitment has a positive influence on motivation among employees"

2.4 Environmental Dynamism

Environmental dynamism is known as the level to which environment in organization stays stable over time or repeatedly changes (Tegarden et al., 2005). In addition Revilla, et al. (2008) detailed that dynamic environments

might be characterized by fluctuations in various market dimensions, such as customer's preferences, market demands, and competitions. Wong-On-Wing et al. (2010) theorized that intrinsic and extrinsic motivators to participate in an activity will be positively associated with environmental dynamism. While statistically, the same authors found that this variable was negatively and insignificantly, related to intrinsic and extrinsic motivation. Although, it was hypothesized that the relationship between environmental dynamism and motivation would be positive to the degree that employees perceive the dynamic environment as challenging and inspiring (Wong-On-Wing et al., 2010). Therefore, in this research, it is predictable that environmental dynamism has a positive influence on motivation. So the third hypothesis is:

Hypothesis (H_3): "Environmental dynamism has a positive influence on motivation among employees"

2.5 Reward

A well-balanced reward and recognition programs for employees would achieve enormous progress to organizations by absolutely complying these programs with their business strategy (Danish & Usman, 2010). Employees will provide more efforts once they believe that their participations in the work will be rewarded. In this study, reward is divided into intrinsic and extrinsic reward.

2.5.1 Intrinsic Reward

Most employees expect that they have the ability to reward their efforts. They may be encouraged by several ways such as the probability of feelings of personal achievement and self-respect as they do well (Lawler, 2003). As such, intrinsic reward is not necessarily manageable by the organization. Workers feel motivated when they have to do jobs that mean to them personally. The reward is also maintained by the study of Nandanwar, et al. (2010) who supported that non-monetary rewards are positively associated with employees' motivation. In opposite, Hafiza et al. (2011), who proved that there was an irrelevant link between intrinsic rewards and employee motivation because the intrinsic rewards are less applicable in the organization to raise the work motivation.

2.5.2 Extrinsic Reward

The extrinsic reward is physical and tangible factors to the work or job accomplished by the worker. Extrinsic reward includes job security, wage, promotion, incentive, and bonuses (Hafiza et al., 2011). Therefore, the external prize represents extrinsic reward; govern within the organizational policies and procedures. Contrary to expectations, Bock et al. (2005) exposed that external reward has a negative influence on knowledge sharing attitudes. While Cabrera et al. (2006) showed the opposite, organizational rewards are effective in motivating individuals to accomplish numerous tasks. When employees receive a more extrinsic reward, they become more likely to share the knowledge, because they feel more encouraged to share knowledge. Therefore, it is expected that intrinsic and extrinsic reward have a positive influence on intrinsic and extrinsic motivation. So the fourth hypothesis is:

Hypothesis (H4): Intrinsic and extrinsic rewards have a positive influence on intrinsic and extrinsic motivation among employees.

2.6 Job-Related Factors

Job-related factors aim at recognizing the relevant responsibilities and tasks to assign them to employees, that makes the organization obtains the advantage from specialization, along with, establishing synergies between activities by bundling work responsibilities (Foss et al., 2009). Job Characteristics Theory underlines the importance of job design and how the autonomy, task identity, and feedback tackle to improve individual's encouragement toward accomplishing given task (Foss et al., 2009). Since these factors are related to the job or task itself rather than the person who performs this task. So, this theory is vital to realize the importance of job characteristics in affecting the behaviors in the workplace.

2.6.1 Autonomy

Autonomy is an important part of job design; aims to provide the employee with the needed margin of freedom to tackle the job the way, that employee views it appropriately (Gagné & Deci, 2005). When a job is intended to give the employees with freedom in planning and implementing the work, the feel of obligation toward work outcomes is improved (Fuller et al., 2006). Deci & Ryan (2000) verified the necessity for autonomy to sustain intrinsic motivation. Thus, existing literature by Gagné & Deci (2005) reinforced that the practiced extent of autonomy in the workplace influences motivation. As a result, if employees have the autonomy to perform their jobs the approach they want, they would be motivated to contribute with ideas that improve the work since they feel obligated toward the work, which meets their better judgments. Hence, autonomy is a vital tool influencing employees' encouragement and consequently their performance (Foss et al., 2009).

2.6.2 Task Identity

Task identity describes the steps of following a mission or job across all its phases from the start to the end, instead of doing just part of it (Foss et al., 2009). At the workplace, most employees search for opportunities to satisfy their work experiences. Task identity, thus, is the situation where individual look for work experience to donates their personal growth. Choge et al. (2014) discussed that the job would be more meaningful as employees start to understand their tasks and responsibilities as a whole. When employees are identified with their tasks, they will try to adopt the jobs' values to the degree that they consider that the jobs give meanings, and there is a significant motivation for doing that (Gagn é & Deci, 2005). Meanwhile, conducting a task across all its phases makes the employees motivated and make the jobs meaningful to the employees. So, Foss et al., (2009) found that the more the extent of task identity is, the more the employee will be motivated to knowledge sharing.

2.6.3 Feedback

The term "feedback" refers to post-response information, which notifies the receivers on their actual performance, in order to help them in a constructive way to evaluate the status of their performance either if it is improved or downgraded (Narciss, 2008). Feedback can afford a variety of information. When there is no gap between the actual and expected status, feedback can provide information that confirms goal achievements like meeting the organization's strategy, the accuracy of response, or the level of achieved targets (Foss et al., 2009). Deci & Ryan (2000) found that more controlling feedback like predicted assessment is shown to has a negative influence on intrinsic motivation. While Foss et al. (2009) stated that external feedback has an association with external motivation. The authors assumed that employees would be motivated to perform in positive manners to get significant feedback or acknowledgment. Depending on the above literature, job-related factors (autonomy, task identity, and feedback) in this research are expected to have a positive influence on intrinsic and extrinsic motivation. So the fifth hypothesis is:

Hypothesis (H5): Job-related factors (autonomy, task identity, and feedback) have a positive influence on intrinsic and extrinsic motivation among employees.

2.7 Motivation

Abdul Rahim & Wan Daud (2013) assumed that motivation was a factor that became a driving force in work, and act to satisfy an unsatisfied need for achievement. Once the employees are motivated, they become goal-oriented, until it has been accomplished, no matter the challenges during the achieving process toward a goal (Abdul Rahim & Wan Daud, 2013). Motivation is obviously vital for an individual to act in a positive manner. Previous studies have recognized two types of motivation: intrinsic and extrinsic motivation (Deci & Ryan, 2000).

2.7.1 Intrinsic Motivation

Intrinsic motivation is performing tasks that match the individual's internal attention and personal morals (Deci & Ryan, 2000). Intrinsic motivation is described by the same authors as individuals desire to feel competency and proud to do something well in the workplace. According to Vallerand (2002), there are three types of intrinsic motivations when performing the knowledge sharing; the first one is knowledge, which occurs when employees share knowledge in activities because of the pleasure they acquire from learning and knowing something new or helping others to learn new things. The second type is accomplishments, which happen when employees share knowledge because they feel personally it important to do that. Third, stimulation that occurs when employees share knowledge because of pleasant feelings such as risk, pain, or excitement. Lin (2007) showed that intrinsic motivation is positively linked to sharing the knowledge, which includes the intentions and attitudes toward knowledge sharing. Since the employees have the internal energy to initiate the knowledge sharing.

2.7.2 Extrinsic Motivation

Hung et al. (2011) stated that extrinsic motivation is represented by reciprocity and external rewards. Extrinsic motivation illustrates that an individual makes tasks to get a significant or to eliminate an external negative feedback. Extrinsic motivation comprises monetary motivators and praise to the managers or colleague, as well as avoidance of punishment (Bock et al., 2005). Conversely, the influence of extrinsic motivation has a mixed argument from previous studies. Some researchers have advocated that extrinsic motivation has a direct positive link with knowledge sharing intentions and attitudes (Kankanhalli et al., 2005). While others have claimed that monetary motivation has a negative influence on attitudes toward knowledge sharing (Bock et al., 2005). Numerous other researchers concluded that extrinsic motivation has not associated with intentions and attitudes toward knowledge sharing (Chang et al., 2007) they, therefore, presented that the extrinsic motivation has not raised knowledge sharing among other employees. In this research, it is expected that motivation (intrinsic and extrinsic) will lead to a significant

influence on attitude toward knowledge sharing and knowledge sharing intentions. So the sixth and the seventh hypothesises are:

Hypothesis (H6): "Motivation (intrinsic and extrinsic) will lead to a positive impact on attitudes toward knowledge sharing among employees"

Hypothesis (H7): Motivation has a positive influence on knowledge sharing intentions among employees.

2.8 Organizational Climate

Organizational climate is the shared perception of organizational practices, norms, policies, procedures, and process based on shared perceptions of organizational members (Bowen & Ostroff 2004). Some organizational climate factors that extend to influence knowledge sharing intentions, such as fairness, affiliation, and innovativeness (Bock et al., 2005).

2.8.1 Fairness

Fairness reflects the beliefs that organizations treat the employees fairly without bias or favouritism. Fairness builds trust and justice between members to serves toward public good dilemma, where the individuals must weigh personal interests against the shared interest (Bock et al., 2005). Fairness, thus, according to Bock et al. (2005) can encourage employees to exceed the call of duty, to engage in knowledge sharing processes, as this engagement make them more knowledgeable. Consequently, individuals when they are treated fairly, they would feel 1) their inputs into the knowledge sharing are sufficiently rewarded; 2) the number of responsibilities and tasks between employees are fair and just; and 3) they are treated with self-esteem and respect by other parties (Ibragimova et al., 2012).

2.8.2 Affiliation

Affiliation is the perception of the feelings of togetherness and closeness between employees. Wiesenfeld et al. (2001) have shown that individuals require the work-based social care because they obtain affiliation as a result of social care, that facilitates the identification of an organization which is the knowledge sharing is part of it. High levels of affiliation among organizational members improve the commitment and hence knowledge sharing to accomplish organizational goals that involve high levels of collaboration to consider each one as a standpoint member (Bock et al., 2005). Organizations, who are effective at generating and integrating new knowledge into the organization, have an internal environment that encourages extensive participation in knowledge gathering and distributing about and into the external environment (Ibragimova et al., 2012).

2.8.3 Innovativeness

Innovativeness is a capability of an invention to impact organizational resources, competencies, and strategy (Garcia & Calantone, 2003). Also, Bock et al. (2005) defined the innovativeness as the perception of revolution and creativeness; it underlines education, open session interactions, and rational risk-taking. Consequently, employees in the creative workplace are more likely to exchange innovative thoughts with each other (Serrat, 2009). Sharing knowledge donates to inventions since it ensures shared learning that leads to increasing the amount of knowledge obtainable to the organization (Chen et al., 2010). According to above, literature it is expected in this research, that organizational climate factors (fairness, affiliation, and innovativeness) have a positive impact on knowledge sharing intentions. So the eighth hypothesis is:

Hypothesis (H_8): Organizational climate (fairness, affiliation, and innovativeness) have a positive effect on knowledge sharing intentions among employees.

Finally, the role of motivation as a mediated variable between independent factors and knowledge sharing attitudes intentions will be examine.

Hypothesis (H_9): The effects of organizational commitments, environmental dynamism, reward and job-related on knowledge sharing attitudes and intentions are mediated by motivation.

This Hypothesis is divided into two parts:

Hypothesis ($H_{9\,a}$): The effects of organizational commitments, environmental dynamism, reward and job-related factors on attitudes toward knowledge sharing are mediated by motivation.

Hypothesis (H_9b): The effects of organizational commitments, environmental dynamism, reward and job-related on knowledge sharing intentions are mediated by motivation.

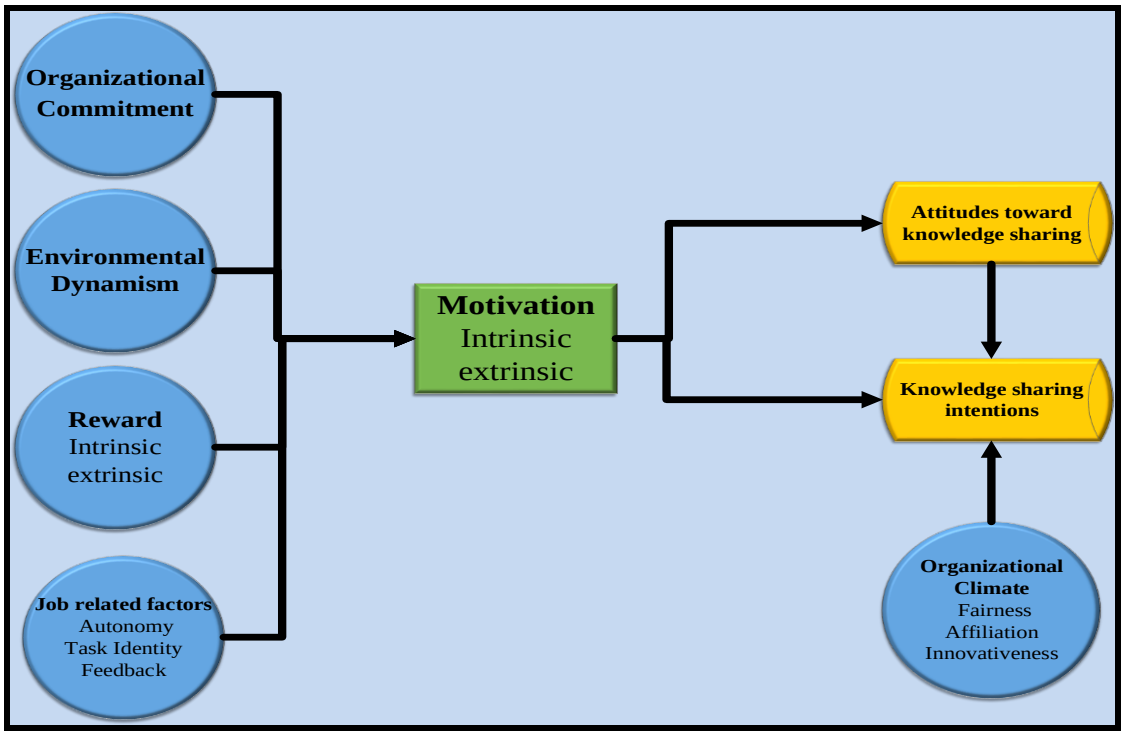

Figure 1. The conceptual model of impact of motivation on knowledge sharing intentions and attitudes

3. Methods

3.1 Sample and Procedure

The target population for this research comprises all academic and administrative staff at AOU, including the top management. It is made up of all (283) employees of AOU. "Random sampling method" was used, as each employee has equal opportunity to be selected from the population. A pilot study was performed on (8) employees to acquire their responses. They understood the statements well and described it as clear and straightforward. Hard copies of (283) surveys were distributed to the academic and administrative staff of AOU. The survey was administered physically to staff during five working days in November 2015. The survey was completed by (225) of the total target (283) employees. Out of the 225 respondents, (221) were valid representing as high of a response rate as (79.5%), which is considered an excellent rate.

3.2 Measures

The design of the questionnaire was prepared to test each variable at the conceptual model in a structured and organized way. The questionnaire includes a brief overview stating the topic and the purpose of the questionnaire. Furthermore, clear guidelines were afforded to help respondents in answering the statements in an accurate way. The responses were measured using predefined answer via five Likert-type scales for all sections except for the demographic information section. In this study, *Organizational Commitment* (4 items) was Adapted from Farndale (2011). *Environmental Dynamism* (4 items) was Adapted from Venkatesh & Davis (2000). *Reward* (8 items) was Adapted from Abdul Rahim & Wan Daud (2013). *Job-related Factors* (12 items) and *Motivation* (8items) was Adapted from Foss et al. (2009). *Attitude toward Knowledge Sharing* (4 items) and *Knowledge Sharing Intentions* (4 items) was Adapted from Lin (2007). *Organizational Climate* (12 items) was Adapted from Bock et al. (2005). Along with (6) statements related to the demographic information, no personal data was collected.

4. Results

4.1 Demographic Data

Table 1. Frequency and percentage of the sample according to demographic data

Variable	Category	Frequency	Percentage
Gender	Male	127	57.5%
	Female	94	42.5%
	Total	**221**	**100%**
Role in AOU	Top Management	18	8.1%
	Middle management	50	22.6%
	Academic staff	49	22.2%
	Administrative staff	104	47.1%
	Total	**221**	**100%**
Educational level	High school	17	7.7%
	Diploma	25	11.3%
	Bachelor degree	94	42.5%
	Postgraduate (MSc, Ph.D.)	85	38.5%
	Total	**221**	**100%**
Age group	20-25 years	13	5.9%
	26-30 years	32	14.5%
	31-35 years	60	27.1%
	36-40 years	39	17.6%
	41-45 years	43	19.5%
	Above 45 years	34	15.4%
	Total	**221**	**100%**
Number of years with AOU	1-3 years	79	35.7%
	4-7 years	65	29.3%
	8-10 years	33	14.9%
	Over 10 years	44	19.9%
	Total	**221**	**100%**
Location	HQ	93	42.1%
	Kuwait branch	128	57.9%
	Total	**221**	**100%**

The above table shows that the sample was 57.5% male. Middle management and academic staff almost having an equal percentage in the sample (22.6% and 22.2% respectively), since that AOU pays extensive attention toward increasing the number of academic staff to meet PUC's requirements, along with its strategic plans to achieve the succession planning of middle management to be a top management. The postgraduate (MSc, Ph.D.) with a percentage of 38.5% due to educational and academic nature of work in AOU. The average respondent was 37 years old (standard deviation of 7.3 years), and ages ranged from 23 to 48 years old. AOU seem to have a good retention policy since almost 19.9% of the sample work for over than ten years. The number of employees in Kuwait branch is more than the employees in HQ, so the response of Kuwait branch is 57.9%.

4.2 Reliability and Validity

Table 2. The reliability coefficients of the variables (n=26)

Variable Name	Cronbach's Alpha	No. of Items
Organizational Commitment	**0.88**	**4**
Environmental Dynamism	**0.77**	**4**
Rewards (Overall)	**0.71**	**8**
Intrinsic Reward	0.83	4
Extrinsic Reward	0.67	4
Job-related Factors (Overall)	**0.88**	**12**
Autonomy	0.80	4
Task Identity	0.88	4
Feedback	0.84	4
Motivation (Overall)	**0.76**	**8**
Intrinsic Motivation	0.89	4
Extrinsic Motivation	0.87	4
Knowledge Sharing Intentions	**0.70**	**4**
Attitude toward Knowledge Sharing	**0.90**	**4**
Organizational Climate	**0.92**	**12**
Fairness	0.75	4
Affiliation	0.92	4
Innovativeness	0.92	4
Overall Statements	**0.96**	**56**

Cronbach's alpha was calculated to check how closely related a set of statements are as a group in this research. It is obvious from the table 2 that Cronbach's alpha for the overall statements is (0.96). Therefore, the measures within the questionnaire are reliable. Using SPSS V20, we found that validity of the questionnaire according to Spearman-Brown method was (0.94). It is a high value which shows that the questionnaire designed by the researcher measures what is supposed to measure (i.e. it is valid to measure the intended aspects and not measure another aspect).

Table 3. Correlations matrix for the relationships between minor and vocal variables

Variables		1	2	3	4	5	6	7	8	9	10	11	12	13	14
Intrinsic reward	R	1													
	Sig.														
Extrinsic reward	R	0.15**	1												
	Sig.	0.022													
Intrinsic motivation	R	0.65**	0.061	1											
	Sig.	0.000	0.363												
Extrinsic motivation	R	0.12	0.47**	0.023	1										
	Sig.	0.09	0.000	0.739											
Job related factors – autonomy	R	0.52**	0.23**	0.39**	0.23**	1									
	Sig.	0.000	0.001	0.000	0.001										
Job related factors – task identity	R	0.53**	0.165*	0.40**	0.107	0.68**	1								
	Sig.	0.000	0.014	0.000	0.114	0.000									
Job related factors - feedback	R	0.49**	0.111	0.41**	0.167*	0.54**	0.48**	1							
	Sig.	0.000	0.099	0.000	0.013	0.000	0.000								
Organizational commitment	R	0.72**	0.160*	0.59**	0.13	0.57**	0.51**	0.49**	1						
	Sig.	0.000	0.017	0.000	0.051	0.000	0.000	0.000							
Environmental dynamism	R	0.50**	0.033	0.33**	0.18**	0.47**	0.45**	0.47**	0.57**	1					
	Sig.	0.000	0.622	0.000	0.008	0.000	0.000	0.000	0.000						
Knowledge sharing intentions	R	0.45**	0.26**	0.38**	0.36**	0.43**	0.38**	0.32**	0.46**	0.31**	1				
	Sig.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000					
Attitudes toward knowledge sharing	R	0.51**	0.18**	0.48**	0.15*	0.42**	0.44**	0.31**	0.45**	0.31**	0.67**	1			
	Sig.	0.000	0.008	0.000	0.023	0.000	0.000	0.000	0.000	0.000	0.000				
Organizational climate -fairness	R	0.53**	0.027	0.45**	0.07	0.47**	0.45**	0.38**	0.50**	0.49**	0.42**	0.48**	1		
	Sig.	0.000	0.686	0.000	0.305	0.000	0.000	0.000	0.000	0.000	0.000	0.000			
Organizational climate-affiliation	R	0.43**	0.07	0.30**	0.22**	0.30**	0.46**	0.59**	0.42**	0.53**	0.44**	0.48**	0.60**	1	
	Sig.	0.000	0.28	0.000	0.001	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		
Organizational climate –Innovativeness	R	0.48**	0.13*	0.35**	0.20**	0.56**	0.53**	0.63**	0.49**	0.57**	0.46**	0.48**	0.62**	0.69**	1
	Sig.	0.000	0.046	0.000	0.002	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	

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

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

4.3 Testing Hypotheses

The following is the test of the current research study hypotheses that have been formulated from the conceptual model to examine the expected influences and relationships between the variables.

According to outcomes of tables 4 and 5, we found that attitudes toward knowledge sharing influence knowledge sharing intentions since β=0.48 (Sig. = 0.003 < 0.01). Therefore, this leads us to conclude that the "attitudes toward knowledge sharing" has a statistically high significant influence on the knowledge sharing intentions, where it also has a significant and positive association (R=0.55, Sig.=0.000) with attitude toward knowledge sharing. Based on this discussion (H1) is supported by the data and that "attitudes toward knowledge sharing" is affecting the knowledge sharing intentions at AOU.

Table 4. Standardized direct, indirect, and total effects of vocal variables

IVs DVs	Organizational Climate	Job-related Factors	Environmental Dynamism	Organizational Commitment	Reward	Motivation	Attitudes toward Knowledge Sharing
Standardized Direct Effects							
Motivation	0.00	0.11	0.08	0.09	0.49	0.00	0.00
Attitudes toward Knowledge Sharing	0.00	0.24	-0.01	0.16	0.19	0.14	0.00
Knowledge Sharing Intentions	0.15	-0.02	0.06	0.10	0.05	0.24	0.48
Standardized Indirect Effects							
Motivation	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Attitudes toward Knowledge Sharing	0.00	0.02	0.01	0.01	0.07	0.00	0.00
Knowledge Sharing Intentions	0.00	**0.15**	0.02	**0.11**	**0.24**	0.07	0.00
Standardized Total Effects							
Motivation	0.00	0.11	0.08	0.09	0.49	0.00	0.00
Attitudes toward Knowledge Sharing	0.00	0.26	0.00	0.18	0.26	0.14	0.00
Knowledge Sharing Intentions	0.15	0.13	-0.04	0.21	0.29	0.31	0.48

Table 5. Standardized direct, indirect, and total effects-two-tailed significance

IVs **DVs**	Organizational Climate	Job-related Factors	Environmental Dynamism	Organizational Commitment	Reward	Motivation	Attitudes toward Knowledge Sharing
Standardized Direct Effects							
Motivation	...	0.112	0.275	0.312	0.015	...	...
Attitudes toward Knowledge Sharing	...	0.049	0.839	0.129	0.029	0.062	...
Knowledge Sharing Intentions	0.242	0.874	0.273	0.226	0.584	0.011	0.003
Standardized Indirect Effects							
Motivation	...	...	...	...	...	...	...
Attitudes toward Knowledge Sharing	...	0.084	0.241	0.245	0.050	...	...
Knowledge Sharing Intentions	...	0.011	0.864	0.038	0.013	0.036	...
Standardized Total Effects							
Motivation	...	0.112	0.275	0.312	0.015	...	...
Attitudes toward Knowledge Sharing	...	0.040	0.905	0.084	0.012	0.062	...
Knowledge Sharing Intentions	0.242	0.350	0.581	0.066	0.012	0.019	0.003

Table 6. Standardized direct and indirect effects of minor and vocal variables

IVs DVs	Organizational climate -Innovativeness	Organizational climate-affiliation	Organizational climate -fairness	Job related factors - feedback	Job related factors - task identity	Job related factors – autonomy	Extrinsic reward	Intrinsic reward	Organizational commitment	Environmental dynamism	Extrinsic Motivation	Intrinsic Motivation	Attitudes toward knowledge sharing
Standardized Direct Effects													
Extrinsic Motivation	0.00	0.00	0.00	0.07	-0.12	0.14	0.45	-0.03	-0.07	0.17	0.00	0.00	0.00
Intrinsic Motivation	0.00	0.00	0.00	0.11	0.05	-0.03	-0.07	0.51	0.30	-0.11	0.00	0.00	0.00
Attitudes toward knowledge sharing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.15	0.45	0.00
Knowledge sharing intentions	0.09	0.02	0.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.28	0.07	0.55
Standardized Indirect Effects													
Extrinsic Motivation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Intrinsic Motivation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Attitudes toward knowledge sharing	0.00	0.00	0.00	0.06	0.00	0.01	0.04	0.22	0.12	-0.03	0.00	0.00	0.00
Knowledge sharing intentions	0.00	0.00	0.00	0.06	-0.03	0.04	0.04	0.15	0.07	0.03	0.08	0.05	0.00
Standardized direct and indirect effects of minor and vocal variables - Two-Tailed Significance													
Standardized Direct Effects													
Extrinsic Motivation	...	...	...	0.380	0.210	0.165	0.019	0.629	0.520	0.061	...	...	...
Intrinsic Motivation	...	...	...	0.162	0.464	0.892	0.209	0.023	0.010	0.128	...	...	...
Attitudes toward knowledge sharing	...	...	...	...	...	...	...	...	...	...	0.028	0.006	...
Knowledge sharing intentions	0.294	0.818	0.435	...	...	...	...	...	...	...	0.02	0.167	0.002
Standardized Indirect Effects													
Extrinsic Motivation	...	...	...	...	...	...	...	...	...	...	...	...	...
Intrinsic Motivation	...	...	...	...	...	...	...	...	...	...	...	...	...
Attitudes toward knowledge sharing	...	...	...	0.100	0.923	0.704	0.276	0.012	0.011	0.440	...	...	...
Knowledge sharing intentions	...	...	...	0.081	0.546	0.327	0.021	0.012	0.080	0.078	0.014	0.004	...

Correlation tests ran for the variables indicated that organizational commitment has a significant association with intrinsic motivation in contrast with the association with extrinsic motivation (Sig. = 0.000 and 0.051 respectively). Table 4 shows that organizational commitment has influenced the intrinsic motivation with (β= 0.30 (Sig.=0.010 <0.05), while the effect (β) of this variable on extrinsic motivation was negative and insignificant (-0.07), (Sig. = 0.52 > 0.10).

Correlation results as shown in Table 3 indicates that environmental dynamism has low, but significant association with intrinsic and extrinsic motivation (Sig.=0.000 and 0.008 respectively). Table 6 confirm this low relationship as **Environmental dynamism** in the regression model had no significant influence on the intrinsic Motivation ($\beta = -0.11, \text{Sig.} = 0.128 > 0.05$) and extrinsic motivation ($\beta = 0.17, \text{Sig.} = 0.061 > 0.05$). Accordingly, **H3 is rejected.**

Moreover, according to the data illustrated in table (3), we found that the correlation coefficient between intrinsic rewards and intrinsic motivation is high, positive and highly significant (R= 0.65, Sig. <0.01). On the other hand, the association between the intrinsic rewards and extrinsic motivation is not high and not significant (R= 0.12, Sig. >0.05). Similarly, the correlation coefficient between extrinsic rewards and extrinsic motivation is positive and highly significant (R= 0.47, Sig.<0.01), whereas the association between the extrinsic rewards and intrinsic motivation, is not high and not significant (R=0.061, Sig.>0.10). The results are clarified by multiple regression in Table 6 which shows that the intrinsic reward influenced intrinsic motivation with (β) = 0.51 (Sig.=0.023< 0.05). It was (β)= -0.03 (Sig.=0.629>0.10) with extrinsic motivation. Moreover, extrinsic reward influenced extrinsic motivation with (β)=0.45 (Sig.=0.019< 0.05). Its effect on intrinsic motivation was insignificant (β)= -0.07 (Sig.= 0.209>0.10). It means that intrinsic reward has a positive influence on intrinsic motivation whereas extrinsic reward has a positive influence on extrinsic motivation among AOU employees.

Furthermore, according to the data represented in Table 3, we found that the associations between job-related factors (i.e. autonomy, task identity and feedback) and intrinsic and extrinsic motivation were low, though positive and significant. Moreover, the correlation coefficient for the relationship between task identity and extrinsic motivation was not significant (R=0.107, Sig.>0.10). The results in multiple regression in Table 6 confirm the low effects as it shows that all the job-related factors did not show significance. It means that autonomy, task identity, and feedback have no significant influences on intrinsic or extrinsic motivation among AOU employees. Accordingly, **H5 is rejected.**

Continuing with above, according to the data represented in table (3), we found that the correlation coefficients between intrinsic motivation and attitudes toward knowledge sharing are medium-positive and highly significant (R= 0.48, Sig.<0.01). In addition to that, the correlation coefficients between extrinsic motivation and attitudes toward knowledge sharing are little positive and significant (R=0.15, Sig.<0.05). The results in multiple regression in Table 6 also shows that intrinsic motivation influenced attitudes toward knowledge sharing with (β)=0.45 (Sig.= 0.006< 0.01). Moreover, extrinsic motivation influenced attitudes toward knowledge sharing with (β) = 0.15 (Sig. = 0.028<0.05). It means intrinsic and extrinsic motivation have a significant influence on attitudes toward knowledge sharing among AOU employees. **As a result, H6 fully supported.**

With regard to the data represented in table (3), we found that the association between intrinsic motivation and knowledge sharing intentions is low but significant (R= 0.38, Sig. <0.01). In addition to that, the association between extrinsic motivation and knowledge sharing intentions is also low, but significant (R= 0.36, Sig. <0.01). The results in multiple regression table 4 also shows that intrinsic motivation insignificantly influenced knowledge sharing intentions with (β)=0.07 (Sig=0.167> 0.10) However, the regression show significant for the effect of extrinsic motivation on knowledge sharing intentions (β)=0.28 (Sig.=0.02<0.05). It means extrinsic motivation has a significant influence on knowledge sharing intentions among AOU employees.

we found from the data illustrated in table 3 that the correlation coefficients between IVs terms (fairness, affiliation, and innovativeness) and DV (Knowledge sharing intentions) were low, but significant (R= 0.42, Sig.=0.000), (R=0.44, Sig.=0.000), and (R=0.46, Sig.=0.000) respectively. However, the multiple regression in table (6) did not show significant for all the terms of organizational climate evaluated - fairness (β)=0.06 (Sig.= 0.435> 0.10); affiliation (β)=0.02 (Sig.=0.818>0.10); and innovativeness (β)=0.09 (Sig.=0.294>0.10). It means that fairness, affiliation, and innovativeness have no significant influence on knowledge sharing intentions among AOU employees. So, **H_8 is rejected**.

The below table 7 shows that the βs of IVs (Organizational commitment, environmental dynamism, reward, and job-related factors) have been reduced from step 1 (β=0.16, 0.00, 0.24 and 0.23 respectively) due to the mediation role of motivation to the attitudes toward knowledge sharing to be (β=0.15, -0.01, 0.17, and 0.14 respectively).

Furthermore, the effect of motivation on attitudes toward knowledge sharing has been decreased (β1= 0.40; β2=0.14) and p-value becomes (Sig.>0.05). **So, H9a is fully supported.**

Table 7. The mediation role of motivation

Independent Variable	**Dependent Variable**	**Standardized Coefficients**	
	Attitudes toward knowledge sharing		
Step 1		**β**	**Sig.**
Organizational commitment	**Attitudes toward knowledge sharing**	0.16	0.056
Environmental dynamism		0.00	0.999
Reward		0.24	0.001
Job-related factors		0.23	0.004
Step 2		**β**	**Sig.**
Organizational commitment		0.08	0.309
Environmental dynamism	**Motivation**	0.07	0.298
Reward		0.46	0.000
Job-related factors		0.10	0.191
Before (IV)	**Attitudes toward knowledge sharing**	**β**	**Sig.**
Motivation		0.40	0.000
Step 3		**β**	**Sig.**
Organizational commitment		0.15	0.074
Environmental dynamism	**Attitudes toward knowledge sharing**	-0.01	0.890
Reward		0.17	0.031*
Job-related factors		0.22	0.007**
Motivation		0.14	0.051
	Knowledge sharing intentions		
Step 1		**β**	**Sig.**
Organizational commitment		0.17	0.032
Environmental dynamism	**Knowledge sharing Intentions**	-0.11	0.150
Reward		0.26	0.000
Job-related factors		-0.20	0.828
Organizational climate		0.38	0.000
Step 2		**β**	**Sig.**
Organizational commitment		0.08	0.309
Environmental dynamism	**Motivation**	0.07	0.298
Reward		0.46	0.000
Job-related factors		0.10	0.191
Before (IV)	**Knowledge sharing Intentions**	**β**	**Sig.**
Motivation		0.40	0.000
Step 3		**β**	**Sig.**
Organizational commitment		0.15	0.053
Environmental dynamism	**Knowledge sharing Intentions**	-0.12	0.098
Reward		0.13	0.084
Job-related factors		-0.03	0.711
Organizational climate		0.35	0.000**
Motivation		0.28	0.000**

The above table 5 shows that the βs of IVs (Organizational commitment, environmental dynamism, reward, and organizational climate) have been reduced from step 1 (β=0.17, -0.11, 0.26, and 0.38 respectively), due to the mediation role of motivation to the knowledge sharing intentions to be (β=0.15, -0.12, 0.13, and 0.35 respectively). Excluding (β) of job-related factors which increased from (-0,20 to -0,03), that mean motivation has not mediated the effect of job-related factors on knowledge sharing intentions. The effect of motivation on knowledge sharing intentions has been decreased (β1= 0.40; β2=0.28) and p-value still the same (Sig.<0.0).

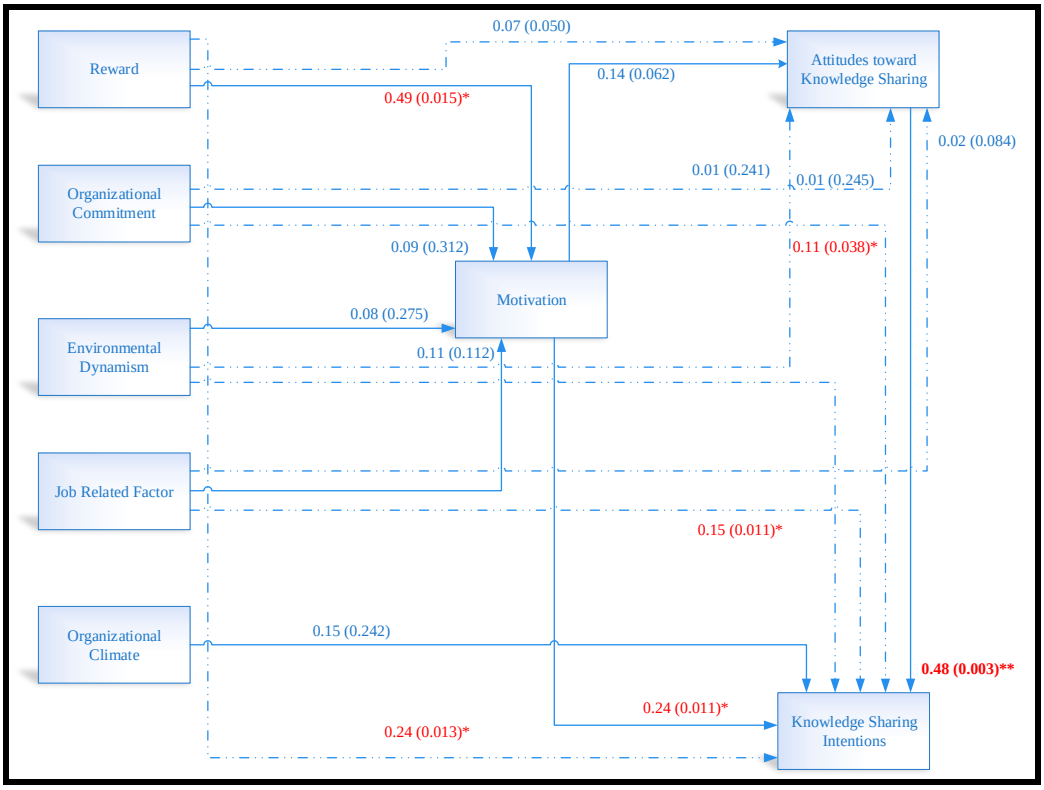

Figure 2. Regression analysis for the direct and indirect effects among variables

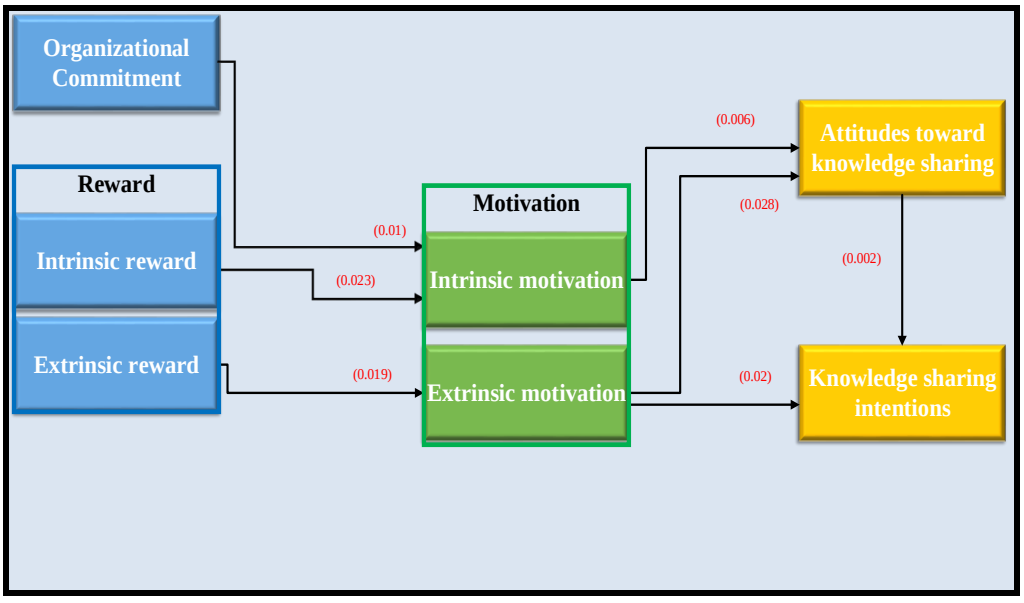

Figure 3. Regression analysis for the direct effects of minor and vocal variables (Sig. values only)

5. Discussion

Analysis of data showed that organizational commitment and intrinsic reward have a positive and significant influence on intrinsic motivation in accordance with the results of Wong-On-Wing et al. (2010) and Abdul Rahim & Wan Daud (2013) respectively. That is rational since both organizational commitment and intrinsic reward are innate

in the employees similarly to intrinsic motivation. Furthermore, the extrinsic reward has a positive and significant influence on extrinsic motivation; this result is logical since the extrinsic reward is external factors that cogent influence the extrinsic motivation. Moreover, similar to Lin (2007) this research found intrinsic and extrinsic motivation has a significant influence on attitudes towards knowledge sharing. Extrinsic motivation has a significant impact on knowledge sharing intentions. The findings revealed that extrinsic motivation is more influential than intrinsic motivation since extrinsic motivation has a positive impact on both knowledge sharing intentions and attitudes toward knowledge sharing. Whereas, intrinsic motivation has a positive influence only on attitudes toward knowledge sharing.

Attitudes toward knowledge sharing have a highly significant influence on knowledge sharing intentions. These results are similar to Lin (2007) findings and approve the obvious impact of motivation on knowledge sharing intentions and attitudes and clarify that the attitudes toward knowledge sharing are effective toward the employees' intention to share the knowledge. The findings also meets Wong-On-Wing et al. (2010) results regarding the environmental dynamism that has no significant influence on the intrinsic or extrinsic motivation, due to the mixed argument (agree and neutral) of the sample' responses to statements of this variable (mean = 3.4 and Std.Dev. = 1.01).

However, this research does not match the findings of Foss et al. (2009), as job-related factors have no significant influence on intrinsic or extrinsic motivation, this due to medium level of the availability of autonomy, task identity, and feedback among AOU employees. Especially in autonomy minor variable (mean = 3.5 and Std.Dev. = 1.13), thus, employees are not fully satisfied with the autonomy in the workplace. Accordingly, the employees did not motivate by the means of autonomy, task identity, and feedback. As the case of organizational climate has no significant influence on knowledge sharing intentions which are opposite to the findings of Bock et al. (2005). Thus, explains that fairness, affiliation, and innovativeness have no significant impact on knowledge sharing intentions because they do not fully implement in the context of AOU (i.e., availability is medium) so organizational climate neither significant influence nor has a major impact on the intention toward knowledge sharing. All these results provide insights into the factors that encourage the employees to share the knowledge at AOU.

Moreover, the findings confirm the mediation effect of motivation between IVs (organizational commitment, environmental dynamism, reward and job-related factor) and the DV (attitudes toward knowledge sharing). Furthermore, the results revealed that motivation also mediates the effect of IVs, excluding the job-related factors and the DV (knowledge sharing intentions).

6. Limitation and Future Research

In this research, some limitations were formulated as described in the following. this research was applied to the academic and the administrative staff at HQ and Kuwait Branch only. It did not include all the other seven branches of AOU, which makes it difficult to generalize the results of the study to other seven branches other universities. Also, consequences of knowledge sharing, like organizational performance, were not examined. Some of the reviewed literature have discussed and studied the effect of knowledge sharing on organizational performance. Future research could be done to examine the influence of motivation and knowledge sharing intentions and attitudes on the performance of the organization. Such research will aid in highlighting the importance and contribution of motivation and knowledge sharing intentions and attitudes towards high levels of performance for the organization.

Although the research model only studies the impact of motivation on knowledge sharing intentions and attitudes, other factors or variables can also affect knowledge sharing, such as the larger organizational culture or employee's personality (Cabrera et al., 2006). Therefore, future research can include these mentioned factors in order to pinpoint essential factors that play a role towards enhancing the level of employee motivation and their attitudes and intentions towards knowledge sharing.

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