

ABSTRACT

Over the past few decades, it has become very important for organizations to manage physical as well as intangible assets to sustain in a knowledge-driven competitive era. Consequently, organizations have been acknowledging knowledge as one of the most important intangible resources. The process of sharing organizational knowledge continues to grab attention of researchers and practitioners, as it facilitates creation and dissemination of new and improved knowledge. It is entangled with other processes involving transferring, storing and reusing the knowledge residing within the organization. This current study is based on the ideology of dividing knowledge sharing individuals into “knowledge donors or source of knowledge and knowledge collectors or recipients of knowledge”. The *differences in the perspectives of source and recipient of knowledge* make a significant contribution to the success of knowledge sharing process. Subsequently, the desirable success of Knowledge Management (KM) Systems ultimately depends upon the *internalisation of knowledge* by the recipient, so, its underlying determinants and their effects need to be examined. To fulfil the research gaps in the field of KM, there is a need to understand external as well internal factors affecting knowledge sharing behaviour (KSB) of employees and knowledge internalisation in various *private and public sector* organizations in India.

For attaining the objectives of this study, data were collected from middle and lower level managers of various Indian organizations. The questionnaire consisted of two sets, each for source and recipient of knowledge. Out of 600 distributed questionnaires, 477 valid responses could be collected. The *Partial Least Square – Structural Equation Modelling (PLS-SEM)* has been used to analyse the impact of antecedents on knowledge sharing behaviour and

knowledge internalisation by the employees. The composite reliability of the constructs is found to be above 0.70. The significant effects of external factors *like knowledge disseminating/gaining context (KCON) and knowledge sharing media*, and individual factors *like behavioural intentions, commitment for knowledge sharing and interpersonal trust* have been studied. Interestingly, this study argues about the direct and significant effect of behavioural intentions on actual behaviour. The findings reveal the full mediation effect of commitment of employees on this relationship. Moreover, the success of the knowledge sharing process, as accounted by knowledge internalisation, has been investigated. The results demonstrate that knowledge gaining behaviour, perceptions of recipients and sharing media influence the adaptability and usability of the new knowledge. The analysis also shows that commitment for knowledge sharing and KCON are very important for defining KSB of employees in public and private sector firms, respectively. Moreover, the effect of interpersonal trust on knowledge sharing behaviour of employees of these two sectors has also been studied.

Keywords: Knowledge disseminating/gaining context, Commitment for knowledge sharing, Knowledge sharing behaviour, Knowledge sharing intention, Knowledge sharing media, Internalisation of knowledge, Interpersonal trust, Technology Acceptance Model Beliefs.