An Integrated Model of Knowledge Sharing Behaviors:
Theoretical Development and Empirical Test

Anitha Chennamaneni
Department of Computer Information Systems
Texas A&M University Central Texas
Killeen, Texas 76549
Chennamaneni@tarleton.edu

James T. C. Teng *
Box 19437
Department of Information Systems and Operations Management
College of Business, University of Texas at Arlington
Arlington, Texas 76019
jtteng@uta.edu

M.K. Raja
Box 19437
Department of Information Systems and Operations Management
College of Business, University of Texas at Arlington
Arlington, Texas 76019
raja@uta.edu

*Corresponding author
An Integrated Model of Knowledge Sharing Behaviors: Theoretical Development and Empirical Testing

Abstract

Research and practice on knowledge management have shown that information technology alone cannot guarantee that employees will volunteer and share knowledge. While previous studies have linked motivational factors to knowledge sharing (KS), we took a further step to thoroughly examine this theoretically and empirically. We developed a unified model that is comprehensive and yet parsimonious, based on the Decomposed Theory of Planned Behavior with three sets of critical antecedents: psychological, organizational and technological, that are theorized to influence KS behaviors. Results of a field survey of knowledge workers support the majority of hypothesized relationships, and explained 41.3% of the variance in the actual KS behaviors and 60.8% of the variance in the intention to share knowledge. These results far exceed the predictive powers achieved by previous studies. Among our significant findings include a strong positive influence of Perceived Enjoyment in Helping Others and a strong negative influence of Perceived Loss of Knowledge Power. Based on the findings, we discussed the study’s implications for research and practice.

Keywords: Knowledge sharing, Knowledge management, Planned behaviors, Decomposed Theory of Planned Behavior, Extrinsic Motivators, Intrinsic Motivators.

Published in Behaviour and Information Technology, Volume 31, Issue 11, 2012, pp.1097-1115