



**Tomas Bata University in Zlín**  
**Faculty of Management and Economics**

Doctoral Thesis

**The Influence of Internal Business Environment on  
Employees' Knowledge Sharing Intentions in Family  
Businesses in Sri Lanka**

Vliv vnitřního prostředí firmy na postoj zaměstnanců ke sdílení  
znalostí v rodinných firmách na Srí Lance

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*Klíčová slova: řízení znalostí, lidský kapitál, uplatnitelnost na trhu, vědomé sdílení znalostí, nevědomé sdílení znalostí, motivace jedince, sociální kapitál, firemní klima, identifikování firmy, vnitřní prostředí firmy a rodinné podnikání*

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## **ABSTRACT**

The literature on knowledge management indicates that the sharing of knowledge among the members of a business determines the long-term sustainability of a business through innovations, while the literature on family businesses shows that family businesses face challenges that often threaten their survival in the long-term. The present study is of the view that the employees of family businesses are in a position to change this situation by engaging in knowledge sharing practices. This study raised the specific question: why do the employees in family businesses not engage themselves in knowledge-sharing with the fellow employees? The main objective of the study was to develop a comprehensive model in human capital by reviewing the determinants of the employees' tacit and explicit knowledge sharing intentions in successful family businesses. The use of a mix of the survey method and the interview method enabled the researcher to develop and test the theories. The inductive approach based on the data collected using in-depth interviews of 10 key cases of family businesses explored the nature of the employees' knowledge sharing intentions. The deductive approach tested a set of hypotheses using the data collected from 390 employees employed in a selection of family businesses. While the qualitative data of the study were analysed using thematic analysis, the quantitative data of the study were analysed using multivariate multiple and hierarchical regression models. The qualitative data analysis indicated four main categories, namely sharer, company, knowledge, and family involvement. A detailed analysis of each category indicated the interconnection and interdependence of all categories together where individual motives & characters, institutional systems & procedures, teamwork, the nature of relationships, and leadership emerged as the major concerns of employees' knowledge sharing intentions. Quantitative analysis affirmed that employees' tacit KSIs have a greater influence on the explicit KSIs. The factors related to the organizational climate of the firm were identified as the key factors that determine the employees' tacit as well as explicit KSIs. Compared to the organizational climate, individual motivation and the social capital of the employees have little influence on the employees' KSIs. While the employees' attitudes mediate the relationship between social capital and KSIs, organizational identification partially mediates the relationship between the organizational climate and KSIs.

## ABSTRAKT

Literární zdroje zaměřeny na řízení znalostí indikuje, že sdílení znalostí mezi členy podniku vede k dlouhodobé udržitelnosti podniku pomocí inovací. Zatímco literatura zaměřena na rodinné firmy poukazuje na výzvy, které firmy tohoto typu ohrožují v kontextu dlouhodobé udržitelnosti na trhu. Tato práce je toho názoru, že zaměstnanci rodinných firem jsou schopni tuto situaci změnit tím, že se zapojí do praktik sdílení znalostí. Současně byla v práci představena otázka, proč se zaměstnanci rodinných podniků nezabývají sdílením znalostí se svými spolupracovníky? Hlavním cílem práce bylo vyvinout komplexní model lidského kapitálu tím, že prozkoumá determinanty záměrů zaměstnanců ke sdílení tacitních a explicitních znalostí v úspěšných rodinných firmách. Na základě využití smíšených metod umožnilo vyvinout a otestovat teorie. Induktivní přístup vycházející z dat shromážděných pomocí hloubkových rozhovorů s 10 klíčovými případy rodinných podniků vedl k prozkoumání povahy záměrů zaměstnanců ke sdílení znalostí. Deduktivní přístup testoval soubor hypotéz s využitím dat od 390 zaměstnanců z výběru rodinných firem. Zatímco kvalitativní data studie byla analyzována pomocí tematické analýzy, kvantitativní data byla analyzována pomocí mnohonásobných a hierarchických lineárních regresních modelů. Analýza kvalitativních údajů vedla k identifikaci čtyř hlavních kategorií. Mezi zmíněné kategorie patří sdílení, společnost, znalosti a zapojení rodiny. Podrobná analýza každé kategorie naznačila vzájemnou propojenost a závislost všech kategorií, kde se mezi hlavní záměry zaměstnanců ke sdílení znalostí řadí zejména individuální motivy a postoje, institucionální systémy a postupy, týmová práce, povaha vztahů a vedení. Kvantitativní analýza potvrdila, že záměry zaměstnanců ke sdílení tacitních znalostí mají větší vliv na záměry zaměstnanců ke sdílení explicitní znalostí. Faktory související s organizačním klimatem firmy byly identifikovány jako klíčové faktory, které určují záměry zaměstnanců ke sdílení tacitních a explicitní znalostí. Ve srovnání s organizačním klimatem má individuální motivace a společenský kapitál zaměstnanců malý vliv na záměry zaměstnanců ke sdílení znalostí. Zatímco postoje zaměstnanců zprostředkovávají vztah mezi společenským kapitálem a záměry zaměstnanců ke sdílení znalostí, přičemž organizační identifikace částečně zprostředkovává vztah mezi organizačním klimatem a záměry zaměstnanců ke sdílení znalostí.

## **EXTENDED ABSTRACT**

Irrespective of their type, size and nature, almost all businesses in the world face the challenge of surviving and sustaining themselves locally and globally in high risk competition situations. In this context, business firms increasingly place their trust in ‘knowledge’ as a strategy for gaining a competitive advantage over other firms through product and service innovations. Moreover, a large number of studies in this field support the argument that timely and efficient knowledge-sharing among executives and employees would create intellectual capital, which in turn enhances a firm’s ability to survive. Yet, existing studies on knowledge sharing have provided inconsistent results regarding tacit and explicit knowledge sharing intentions of employees. Very few studies have focused on the determinants of the employees’ knowledge sharing intentions in different businesses, for example, family businesses. Importantly, these businesses all around the world are known to face challenges in trying to sustain themselves in the long-run even though they are surrounded by adequate knowledge and human resources. This paradox raises the question as to why the employees in family businesses do not engage themselves in knowledge-sharing with fellow employees.

The main objective of this study is to develop a comprehensive model of human capital through a review of the determinants of the employees’ tacit and explicit knowledge sharing intentions in family businesses that have sustained themselves in the long run. Positioning the study in the post-positivistic paradigm, mixed methodology is employed to analyse the phenomena under investigation. In the study consists of two phases: qualitative and quantitative. Two qualitative sub-objectives were set to understand and explore the employees’ perceptions regarding and motives for knowledge sharing. The data from in-depth interviews with ten Sri Lankan family business respondents who were selected through the purposive sampling technique facilitated the qualitative thematic analysis. Five quantitative sub-objectives were set to identify the influence of the internal business environment on the employees’ knowledge sharing intentions. Accordingly, this study developed the conceptual framework of internal business environment components such as employees’ individual motivation, organisational social capital, organizational climate, employees’ attitudes and organizational identification over employee’s tacit and explicit knowledge sharing intentions. A sample survey of 390 employees who are working in different job categories in 20 family businesses across the country was used for the hypothesis testing for the study. A structured

questionnaire was used as the instrument for primary data collection from randomly chosen employees. Multivariate multiple and hierarchical regression models with descriptive statistics supported by the SPSS software facilitated the analysis of the quantitative data.

The analysis of the qualitative data affirms the emerging of four main categories, namely sharer, company, knowledge, and family involvement. A detailed analysis of each category indicated the interconnection and interdependence of the four categories together. In categories, individual motives & characters, institutional systems & procedures, teamwork, the nature of relationships, and leadership have emerged as major concerns of employees' KSIs. The analysis concluded that the employees in FBs treat KS more as a voluntary activity than as a compulsory one, and they prefer formal KS activities, such as training sessions and workshops, over informal KS practices. Further, the employees are of the opinion that skills should be gained only through experience in the firm where less experienced employees require knowledge and KS as a tool for making the job activities easier, but not for innovations. All these findings made the conclusion that employees' KS practice in FBs in Sri Lanka is in moderated level. The hypotheses, which were developed based on the findings of the qualitative phase of the study, revealed that the employees' tacit KSIs have a greater influence on the explicit KSIs. The factors related to the organizational climate of the firm were identified as the key factors that determine the employees' tacit as well as explicit KSIs. Compared to the organizational climate, individual motivation and the social capital of the employees have little influence on the employees' KSIs. While the employees' attitudes mediate the relationship between social capital and KSIs, organizational identification partially mediates the relationship between the organizational climate and KSIs.

The theoretical significance of this study is two fold. First, this study theorizes the knowledge sharing intentions of the employees in relation to the internal business environment, which is more decisive in creating competitive advantages through innovations and new knowledge. Second, knowledge sharing is analysed in a context of family owned businesses, of which knowledge sharing has become inconclusive in continuing and surviving the business. Identifying the factors connected to the employees' knowledge sharing, which is the basic feature of efficient knowledge management, would help managers, owners, governors and policy makers to be able to make efficient and effective decisions regarding their employees and firm.



## ROZŠÍŘENÝ ABSTRAKT

Bez ohledu na typ, velikost, nebo povahu se téměř všechny podniky na světě potýkají s konkurencí na lokální i globální úrovni, přičemž jsou rovněž vystaveny výzvě udržet se na trhu. V kontextu podnikání kladou firmy pořád větší důraz na znalosti, jako strategii pro dosažení konkurenční výhody oproti jiným firmám na základě inovací produktů a služeb. Současně je možné sledovat mnoho studií, které podporují argument, že včasné a efektivní sdílení znalosti mezi vedoucími pracovníky a zaměstnanci může vytvořit intelektuální kapitál, který podporuje schopnost firmy udržet se na trhu. Avšak, existující studie zaměřen na sdílení znalostí poskytují nekonzistentní výsledky ohledně záměru tacitního a explicitního sdílení znalostí zaměstnanců. Méně studií se tak zaměřuje na determinanty záměru sdílení znalostí zaměstnanců v různých podnicích, například v rodinných firmách. Rodinné firmy napříč světem čelí výzvám, které jsou spojeny s postavením na trhu z dlouhodobého hlediska, přestože jsou obklopeni adekvátními znalostmi a lidskými zdroji. Tento paradox vyvolává otázku, proč se zaměstnanci v rodinných firmách nezapojují do procesu sdílení znalostí se spolupracovníky.

Hlavním cílem této práce je vyvinout komplexní model lidského kapitálu prostřednictvím průzkumu determinantů záměru tacitního a explicitního sdílení znalostí v rodinných firmách, které působí dlouhodobě. Práce je situována do paradigmatu post-pozitivizmu, přičemž se využívá smíšená metodika k analýze zkoumaných jevů. Současně se metodika rozděluje na kvalitativní a kvantitativní fáze. Dva kvalitativní dílčí cíle byly stanoveny na pochopení a zkoumání vnímání oblasti sdílení znalostí zaměstnanci. Data byla získána z rozhovorů s deseti respondenty ze Srí Lanky, kteří byli vybráni na základě účelové techniky výběru vzorku pro facilitaci kvalitativní tematické analýzy. Celkem pět kvantitativních dílčích cílů bylo stanoveno pro identifikaci vlivu interního firemního prostředí na záměru sdílení znalostí zaměstnanců. Tato práce rozvinula koncepční rámec interního firemního prostředí, mezi které patří individuální motivace zaměstnanců, organizační společenský kapitál, organizační klima, postoje zaměstnanců a organizační identifikace záměrů tacitního a explicitního sdílení znalostí. Na testování hypotézy se v rámci práce využilo výběrové šetření o 390 zaměstnancích, kteří pracují v různých pracovních kategoriích v 20ti rodinných firmách v celé zemi. Strukturovaný dotazník byl použit jako nástroj pro sběr primárních dat od náhodně vybraných zaměstnanců. Modely mnohonásobné a hierarchické lineární regrese s popisnou statistikou realizovanou SPSS umožnily analýzu kvantitativních dat.

Analýza kvalitativních dat potvrzuje vznik čtyř hlavních kategorií, mezi které patří sdílení, firma, znalosti a zapojení rodiny. Podrobná analýzy každé kategorie naznačila vzájemné propojení a vzájemnou závislost těchto čtyř kategorií dohromady. V kategoriích se objevily jako hlavní obavy ze záměrů sdílení znalostí zaměstnanců jednotlivé motivy a postoje, institucionální systémy a postupy, týmová práce, povaha vztahů a vedení. Analýza dospěla k závěru, že zaměstnanci rodinných firem považují sdílení znalostí více za dobrovolnou činnost, než za povinnou a současně se upřednostňují formální aktivity sídlení znalostí, jako jsou školení a workshopy. Dále jsou zaměstnanci toho názoru, že dovednosti by měly být získány pouze prostřednictvím zkušeností ve firmě, kde méně zkušení zaměstnanci vyžadují znalosti a jejich sdílení pro usnadnění své práce a ne pro inovace. Všechna tato zjištění vedla k závěru, že sdílení znalostí zaměstnanců v rodinných firmách na Srí Lance je na střední úrovni. Hypotézy byly navrženy na základě kvalitativní části výzkumu a poukázaly na fakt, že záměry zaměstnanců tacitního sdílení znalostí mají větší vliv na explicitní sdílení znalostí. Faktory související s organizačním klimatem firmy byly identifikovány jako klíčové, které určují tacitní i explicitní sdílení znalostí. Ve srovnání s organizačním klimatem má individuální motivace a společenský kapitál zaměstnanců malý vliv na zaměstnance a jejich záměry sdílení znalostí. Zatímco postoje zaměstnanců zprostředkovávají vztah mezi společenským kapitálem a záměrem ke sdílení znalostí, organizační identifikace částečně zprostředkovává vztah mezi organizačním klimatem a záměrem ke sdílení znalostí.

Teoretický přínos této práce se dá rozdělit do dvou směrů. Za prvé byly teoretizovány záměry zaměstnanců v oblasti sdílení znalostí ve vztahu k vnitřnímu firemnímu prostředí, které je rozhodující pro vytváření konkurenčních výhod prostřednictvím inovací a nových znalostí. Za druhé bylo sdílení znalostí analyzováno v kontextu rodinných podniků, jejichž sdílení znalostí se stává nepřesvědčivý pro udržení pozice na trhu. Identifikace faktorů spojených se sdílením znalostí zaměstnanců, což je základním prvkem efektivního řízení znalostí, by mohlo pomoci ředitelům, majitelům a politikům, aby mohli účinně a efektivně rozhodovat o zaměstnáních ve firmách.

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## **LIST OF ABBREVIATIONS**

EKSIs	= Explicit knowledge sharing intentions
FBs	= Family businesses
FT	= Field Theory
HC	= Human capital
IBE	= Internal business environment
IMs	= Individual motivations
KM	= Knowledge management
KS	= Knowledge sharing
KSB	= Knowledge sharing behaviour
KSIs	= Knowledge sharing intentions
OC	= Organizational climate
OI	= Organizational identification
OSC	= Organizational social capital
RAT	= Rational Action Theory
SCT	= Social Capital Theory
TKSIs	= Tacit knowledge sharing intentions



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# 1. INTRODUCTION

## 1.1 Research Background

Human Capital (HC), which is unique to individual business firms and has been developed through years, is considered one of the main performance indicators of strategic management in business firms (Hitt et al., 2001). HC is defined as ‘acquired human capabilities that are durable traits gaining positive effects upon performance in the firm or society’ (David and Lopez, 2001- p.01). However, efficient management of HC of a firm, which gives that firm competitive advantage over similar firms, leads the business to become successful in its operations by creating innovations and new knowledge. This happens as business innovations tagged by intangible resources like HC are more difficult for others to imitate (Enrique et al., 2015). Confirming this argument, Huang et al. (2003) asserts that HC consists of the knowledge, skills, abilities, attitudes and experience that are required to accomplish the business firm’s mission through intangible resources while maintaining competitiveness among in the field. Yet, strategic human resource management suggests that it is not the case that all existing knowledge and skills are strategically important to a business firm. Therefore, identifying the different forms of HC available in the firm and exploring their potential to create competitive advantage would ensure the business success of a firm (Perez and Pablos, 2003). As Becker (2002) points out, in the 21st century, the world has reached a point where businesses are driven by knowledge resources embedded in HC. As a result, research studies in the area of knowledge management in businesses are multiplying, and their findings indicate that traditional physical resources, such as labour, capital and land, are gradually being replaced by intangible resources like knowledge, further affirming HC as the most precious resource in a firm (Ing-Long and Jian-Liang, 2014).

Knowledge Management (KM), which is ‘an essential activity of running a business effectively,’ is defined by Dimitrios and Eftichia (2015) as the process of making noble use of knowledge intangibles by sharing of information with the right employees at the right time. In the definition, knowledge sharing (KS) is recognized as a core component of HC intangibles and KM. Knowledge is also divided into two types as tacit and explicit (Polanyi, 1958). Interestingly,

according to scholars, the value of this intangible resource increases when knowledge is shared with the aim of creating new knowledge and innovations (Choi et al., 2008). Further, studies of organizational KM are certain that the employees' KS enhances the firm's performance in terms of efficiency and effectiveness (Ing-Long and Jian-Liang, 2014, Choi, Lee and Yoo, 2010). International Labour Organisation (2010) defines KS as 'a process of obtaining, accumulating, organizing knowledge and skills gained from others and offering that knowledge accessible for wider employees making a network of interest group'. Moreover, a large body of literature in the field supports the argument that timely and efficient KS among executives and employees can create intellectual capital, which in turn enhances the firm's capabilities (Argote and Ingram, 2000; Kogut and Zander, 1992; Nonaka and Takeuchi, 1995). Miles et al (2008) argues that a major challenge faced by organizations is having to figure out the most effective methods of sharing, gathering, and applying knowledge en route to economic value creation. This argument implies that a firm's accumulation of knowledge is expressed through the actions of its employees. Yet, the main challenge to efficient knowledge management is making employees in an organization share with others the knowledge that is available only in their minds (Desouza, 2003). In addition, knowledge sharing behaviour (KSB) is vital to organizations because it is relevant to the creation of new knowledge, which has a bearing on the competitiveness of the organizations. It is also a prerequisite for business success in the future (Krogh, Ichijo, and Nonaka, 2000). Therefore, enhancing the KSB of the employees of individual businesses is crucial to ensure the continuation of the business activities successfully. Yet, the employees' KSB is not static. Much depends on the nature of the business firm, too.

Family businesses (FBs), which are recognized as wealth creation agents, stand out as a separate type of business. Researchers identify a FB as 'a business entity which family and non-family members contribute to their vocation at the desire of the founders and their descendants keeping the ownership and management of their firm permanently in the family's hands' (Enrique Claver-Cortés et al., 2015, p 201). Obviously, one of the strategies that FBs practice in order to ensure their future survival concerns the promotion of intangibles, such as knowledge, which they inherit from earlier generations. The transfer of

knowledge over generations has been identified as a strength (Chirico and Laurier, 2008). Similarly, human capital intangibles associated with FBs, such as knowledge, are mostly linked, among other things, to the founder-entrepreneur's character, the values shared by the members of the family that is running the business or the knowledge acquired from ancestors, (Duh, 2014). Due to the relevance of such intangibles to business performance, HC in FBs is identified as a critical factor of business success and survival (Astrachan and Kolenko, 1994; Sirmon and Hitt, 2003). Understanding the KSB of the employees is not the only challenge for the owners and managers of FBs. A bigger challenge is to identify the knowledge sharing intentions (KSIs) of those employees who have accumulated the kind of knowledge that pertains to innovations related to products and services and the smooth functioning of the business gaining competitive advantage over similar firms.

## **1.2 Research Gap**

According to Social Exchange Theory (Emerson, 1976), the exchange of benefits among the members in a diverse social context is common. The theory further posits that the social behaviour of exchanging of benefits takes place among various units in sophisticated social contexts like business firms. The exchange of benefits between the employees and the firm is identified as a static relation that makes both parties stable. As far as the exchange of benefits is concerned, FBs are famous for offering welfare and other benefits to employees in a substantial manner (Kuruppuge and Gregar, 2017). Nevertheless, there is no much literature on the other side of the exchange, what the employees give to FBs in return. The future survival of FBs in general is at stake mainly due to their inability to make adequate product and service innovations for customers and create new knowledge, which helps business operations (Mojca, 2014). This finding indicates that the employees of FBs have failed somewhere to provide what the firms really need in return to their very good social welfare in FBs. As explained by the Social Exchange Theory, if both parties (the employees and the firm) are mutually benefited, FBs would also be able to generate and share new knowledge making an environment conducive to innovations. This idea is confirmed by the empirical studies on knowledge sharing, which have established that new knowledge and innovations are simply created in

knowledge sharing activities (Suseno and Ratten, 2007). Such studies recognize the contradiction between the theories of social exchange and the actual practices seen in FBs.

AT the same time, earlier studies on knowledge capital show that effective knowledge transfer is one of the main indicators of long-term business success (Lane, Salk, and Lyles, 2001; Pak, Ra, and Park, 2009; Suseno and Ratten, 2007). Yet, the employees' knowledge sharing intentions (KSIs) differ due to various factors. One such factor, which earlier researchers have found, is the type of knowledge that facilitates the transfer of knowledge (Becerra, Lunnan, and Huemer, 2008). According to Becerra, Lunnan, and Huemer (2008), the employees' KSIs mainly fall into two categories: tacit and explicit knowledge. Even though there are many studies on these two types of KSIs separately, very few studies have focused on both tacit and explicit knowledge together, and such studies, too, have produced inconsistent results (Dhanaraj et al., 2004). Some studies on KM have found that the internal business environment is one of the main determinants of the employees' KSIs (Hester and Meyer, 2012; Wolfe and Loraas, 2008). Few studies (Al-Alawi, and Mohammed, 2007; Bock et al., 2005; Ladd and Ward, 2002; Mueller, 2012) have explored organizational factors in general and the employees' KSB. Yet, only a limited number of studies have focused on the impact of the internal business environment on the employees' KS.

Further, most of the earlier studies of KS have mainly looked at manufacturing or service-oriented firms as their study context. Only a limited number of studies have explored specific business types like FBs. The available studies on FBs are generally in agreement regarding two positions. One is that FBs perform better financially, in the short-term, compared to their non-family counterparts (Anderson and Reeb, 2003; Dyer 2006; Le Breton-Miller, 2005; Villalonga and Amit 2006). The other is that FBs across the globe confronts a massive challenge in surviving and prospering in their business strategy in the long-term (Salvato and Leif, 2008). Miller et al. (2004) confirms this position, while also revealing that only a small number of FBs survive up to the third generation. Villalonga and Amit (2006) argue that when a business outperforms in the short-term, it has more propensity to be successful in the long-term if the

resources are utilized efficiently. Given this dynamic nature of FBs, it is important to inquire into the KS practices of the employees of FBs.

Literature on FBs confirms that the valuable knowledge, which could create innovations and develop product and process systems, resides within a limited number of individuals or groups who are closely related to the owning family (Shaker et al. 2007). Generally, employees of a FB are in a strong network of relationships. They possess a deep sense of self-identity, which facilitates KS among themselves. Yet, Lansberg (1999) found that senior members of a FB are reluctant to share their knowledge with the next generation due to family rivalries. Some family members show less enthusiasm or no interest at all to learn about their business even though they contribute to firm in some way. As a result, they have no knowledge to share with others (Grote, 2003; Le Breton-Miller et al., 2004). Further, the family members and non-family members in the business do not carry the same level of entrepreneurial and managerial expertise to meet the requirement of KS (Caberera-Suarez et al., 2001). Another common factor that could affect the employees' KS pattern is professional jealousy. Generally, non-family employees in FBs try to secure better job positions over others (Grote, 2003). As a result, an employee may think that it is against his/her self-interest to share his/her knowledge with other employees. Available literature not only on the developed Western business world, but also on the developing Eastern countries has indicated the same argument that employees are generally reluctant to share their knowledge with others. Gamage (2004) points out that the SME sector in Sri Lanka is highly dominated by FBs and that up to 85% of the SMEs face significant survival challenges while more than 75% of them fail within five years from the start of their business. Similarly, Ranasinghe (2011) argues that most of the businesses in Sri Lanka are struggling to survive in the long-run due to improper handling of HC. These two research findings establish that the majority of Sri Lankan FBs have not shown competitiveness the creation and maintenance of which is based on innovations and KS. Accordingly, family business literature of both Western and Eastern business worlds confirms that employees in family businesses are reluctant to share their knowledge with others, even though they have a deep sense of business identity and a close network within the business.

Based on this research gap in the area of KM, the researcher conducted a preliminary survey into the employees' knowledge-sharing practices in the context of FBs in Sri Lanka. This survey included forty-two employees employed in three skill-oriented enterprising FBs located in two different districts in Sri Lanka: Colombo and Gampaha. The fact that these three firms had shown good financial outcomes in their businesses over the last couple of years was an important criterion used in selecting these three firms. Fourteen employees from each firm were selected randomly for the survey. A structured questionnaire was used to collect data. The questionnaire included twelve simple questions (ordinary scale) regarding the sharing of knowledge, skills and attitude among the employees. A summary of the survey results is shown in Table 1.1

Table 1.1: Preliminary Survey Results on Employees' Opinion of Knowledge Sharing Practices in FBs in Sri Lanka

Employee opinion	Rate	Organization 01 (%)	Organization 02 (%)	Organization 03 (%)	Overall (%)
Employees' knowledge-sharing practices	High	21.4	14.3	21.4	<b>19.0</b>
	Average	57.1	50.0	50.0	52.4
	Low	21.4	35.7	28.6	<b>28.6</b>
Employees' skills-sharing practices	High	14.3	14.3	21.4	<b>16.7</b>
	Average	50.0	42.9	42.9	45.2
	Low	35.7	42.9	35.7	<b>38.1</b>
Employees' attitudes-sharing practices	High	21.4	28.6	14.3	<b>21.4</b>
	Average	35.7	35.7	42.9	38.1
	Low	42.9	35.7	42.9	<b>40.5</b>

*Source: Preliminary survey by the researcher, 2014*

In the preliminary survey, all respondents showed a positive tendency towards sharing their knowledge and skills with fellow employees in the respective firms. They were more likely to share knowledge and skills than attitudes. This is a clear indication of the way HC is used in successful business firms. Nevertheless, when the results were analysed from a different angle given the priority for employees' level interest (High, average and low), low proportion has been reported 'High' category (second column of the table) for

all knowledge, skills and attitude sharing than the ‘Low’ category (second column of the table). Almost all three categories (knowledge, skills and attitudes) recorded higher percentages for ‘Average’ representing the highest percentage for each (second column of the table). Accordingly, the pilot survey resulted in the interestingly puzzling conclusion that the employees’ tendency to share knowledge, skills and attitudes with fellow employees in FBs in Sri Lanka is either weak or moderate stage.

### **1.3 Research Problem**

There is no doubt that effective KS in a business firm is a good indicator of long-term business success, especially where the internal business environment plays a significant role. Long-term business success is embedded in KS, as KS can create competitive advantages over similar firms through innovations and new knowledge. Nevertheless, FBs across the world face huge challenges in trying to attain success in the long-term, as in a majority of situations, they outperform in relation to non-family businesses in the short-run. In the meantime, the primary survey results indicate that the employees’ knowledge sharing intentions in the context of FBs are moderate in an environment where the business runs successfully. This theoretical as well as the empirical gap with regard to KS among employees in FBs points in the direction of an interesting puzzle where the internal business environment of the business plays a decisive role. The situation raises questions such as; Do employees of businesses share their knowledge? What kind of knowledge is shared by the employees? Why do the employees share their knowledge? In what ways is the knowledge transferred? What factors would be considered by employees in deciding to share/not share their knowledge? How does knowledge-sharing affects the business? These critical questions need to be addressed successfully, particularly given that a large number of businesses across the globe are run by families. Taking this situation into consideration, the present research sought to answer the overarching research problem, **‘Why do employees in FBs not engage themselves in knowledge-sharing with fellow employees?’**

### **1.4 Research Questions**



The study posed the following research questions in line with the research problem of this study. These research questions were created in relation to FBs in Sri Lanka.

1. How is knowledge sharing perceived by family and non-family employees?
2. What are the motives behind the employees' decisions to share or not share their tacit and explicit knowledge?
3. Is there a relationship between the employees' tacit and explicit KSIs?
4. In what ways do internal business environment factors influence the employees' tacit KSIs?
5. In what ways do internal business environment factors influence the employees' explicit KSIs?
6. Is there an intervening effect of employee attitudes on the relationship between the social capital of the employees and the employees' tacit & explicit KSIs?
7. Is there an intervening effect of organizational identification on the relationship between the organization climate and the employees' tacit & explicit KSIs?

## **1.5 Research Objectives**

The main objective of this research is to develop a comprehensive model in HC through an examination of the employees' tacit and explicit KSIs of the case of sustaining businesses owned by families in the long-run. The other objectives of the study are as follows:

- To understand the perceptions of family and non-family employees about KS practices in FBs in Sri Lanka.
- To explore the driving motives of the employees, which can lever the intention to share or not share their tacit and explicit knowledge with fellow employees in FBs in Sri Lanka.
- To analyse the relationship between the employees' tacit and explicit KSIs in FBs in Sri Lanka.

- To examine the direct impact of each of the individual factors of the internal business environment on the employees' tacit KSIs in FBs in Sri Lanka.
- To examine the direct impact of each of the individual factors of the internal business environment on the employees' explicit KSIs in FBs in Sri Lanka.
- To review the intervening effect of employee's attitudes on the relationship between the social capital of the employees and the employees' tacit & explicit KSIs in FBs in Sri Lanka.
- To review the intervening effect of organizational identification on the relationship between the organizational climate and the employees' tacit & explicit KSIs in FBs in Sri Lanka.

## **1.6 Business Environment in Sri Lanka: An Overview**

Sri Lanka is an Island located in the Indian Ocean covering an area of approximately 65,000 km<sup>2</sup>. Having a mid-year average population of 21.203 million in 2016 (Economic and Social Statistics, 2017), Sri Lanka boasts a rich history spanning over 2,500 years, which contains traces of substantial influence from the Indian civilization. The country is rich in diversity, particularly in the areas of race/culture (Sinhalese, Tamils, Muslims, Burghers, Malays) religion (Buddhism, Hinduism, Christianity, Islam) and language (Sinhala, Tamil, English). As a country that had been a colony under three European empires until 1948 and one that works closely with Asian countries, Sri Lanka shows a mixture of Western and Eastern influence. The micro- and macro-economic indicators of the country also reflects Sri Lanka's identity as a country defined by both Eastern and Western economic characteristics.

Sri Lanka is identified as a lower middle-income generating country with a GDP per capita \$ 3,835 in 2016 (World Bank, 2017). The current state of the country's economy reports an economic growth of 6.2 percent, which it has maintained since 2009 when the civil war ended. This economic growth is sustained by sectors like construction, wholesale and retail trade, and finance-related services. The country's transition from a rural to urbanized economy has made the manufacturing and services sectors stronger than the agricultural sector of the country. However, the World Bank in its report titled "Sri Lankan

Development Updates – 2017” has identified the country as a more private-investment driven, export-oriented economy, which is trying to become an upper-middle income-earning country. The World Bank reported about such transition about Sri Lanka only after when Sri Lanka celebrates its 70<sup>th</sup> years of independence. The country had been under three successive European colonial powers—the Portuguese, the Dutch and the British—from 1505 to 1948. The Dutch initiated formal business practices in Sri Lanka with the establishment of the Dutch-East India Company. They were followed by the British who established the administration, health, education and specifically business systems, which are in practice in Sri Lanka to date. The British converted Sri Lanka’s subsistence agricultural economy to a trading economy based on tea, natural rubber, coconut and spices. As a result of this conversion, Sri Lanka currently owns a number of establishments of around 1.02 million all around the country (Economics Census, Census and Statistical Department, 2014). However, as is the case with developing countries in general, Sri Lanka is dominated by SMEs than large-scale business establishments (Gamage, 2004).

According to the Asian Development Bank Report on the SMEs in Sri Lanka, the SMEs, which are dominated in every industry and sector, have become the backbone of the country’s economy covering 52 percent of the GDP, 45 and 75 percent from employment and enterprises respectively. The Report further observes that around 90 percent of the establishments in Sri Lanka are either micro enterprises or SMEs. According to the Census and Statistical Department (2015), 94 percent of micro enterprises and 66 percent of small enterprises are single ownership businesses. 37 percent of medium-sized and 20 percent of large-scale enterprises are also reported as being under sole ownership. The Report also gives information about the location of the establishments. 61 percent of large-scale businesses and 50 percent of medium-sized businesses are located in urban areas, while most micro and small enterprises are condensed in remote areas in the country. FBs are also famous in Sri Lanka as SMEs and large-scale enterprises. Accordingly, Masulis et al. (2009) concludes that 64 percent of the listed companies are also FBs in Sri Lanka.

The majority of FBs in Sri Lanka commenced operations at the end of the 19<sup>th</sup> Century or at the beginning of the 20<sup>th</sup> Century when the British ruled the

country. As a result, around 80 percent of these firms is currently governed by individuals who belong to the 2<sup>nd</sup> or 3<sup>rd</sup> generation since the founder (Kuruppuge and Gregar, 2017). The fact that FBs in Sri Lanka have continued to be in business through generations in the lower-middle-income category notwithstanding the transition from the rural orientation to an urban orientation was taken into consideration in selecting Sri Lanka as the research context for this study. According to a study report titled ‘Taking over the Mantle: Sri Lankan Family Businesses Today’, which is a comprehensive survey of family firms in four key areas, namely strategic thinking, succession planning, professionalization and innovation in Sri Lanka, 70 percent of FBs have been in existence for more than 30 years, 20 percent of which are listed as public companies (STAX Report, 2017). Further, 42 percent of FBs are governed by the 2<sup>nd</sup> generation, while the 1<sup>st</sup> and 3<sup>rd</sup> generation ownership is recorded at 23 percent each. Table 1.2 presents the size of FBs in Sri Lanka in terms of investment (Sri Lankan Rupees).

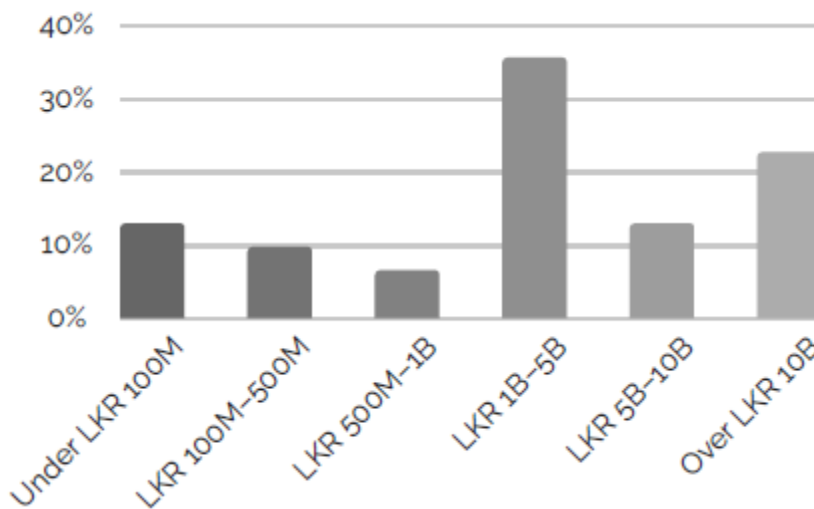


Figure 1.2: The Size of FBs in Sri Lanka in terms of Investment in Rupees

Source: STAX Report, 2017

The Report has detailed the strengths and weaknesses of FBs in Sri Lanka. Moving towards one vision with clear business goals (77 percent), having a 5-10-year strategic plan to function in the future (61 percent), considering the diversification of the business (87 percent) and planning to hire expertise from outside the business (94 percent) are recognized as strengths of the FBs. The weaknesses that have been identified include not having a

succession plan for the future (32 percent), inadequate capabilities and resources for future growth (35 percent), making investment decisions on short-term or ad-hoc basis (64 percent), the lack of risk management strategy (74 percent) and the newest generations of the business not having a long-term business strategy (50 percent). At the same time, the decision-making pattern of FBs is also given in the Report, and according to that, both the family and management contribution in decision-making is reported as 65 percent. The decision-making process of 19 percent of FBs is dominated by the respective families than the formal management of those businesses.

## 1.7 Thesis Overview

This thesis contains eight chapters: 1. Introduction, 2. Literature Review, 3. Theoretical Framework, 4. Research Design I, 5. Conceptual model and hypotheses, 6. Data Analysis (qualitative), 7. Data Analysis (quantitative) and 7. Conclusion. References and appendixes are given at the end of the Thesis.

**Chapter One**, which presents the introduction to the study sketches the research background, the research problem, the research questions, the research objectives, the business, social and economic background of Sri Lanka and the structure of the thesis. **Chapter Two**, which is the literature review of the study, surveys the existing literature in the area with the intention of developing the argument that the knowledge-sharing intentions of the employees relatively differ on the knowledge type (tacit & explicit) and are driven by factors related to the internal business environment. In this regard, the sharing of knowledge plays a significant role in shaping the future of FBs. **Chapter Three** presents the theoretical framework of the study. **Chapter Four** focuses on the research design that details the conceptual model, the hypothesis and the operationalization of the study. **Chapter Five**, which is a continuation of the discussion on the research design, focuses on the data, the sample and the analytical model of the study. **Chapter Six** presents the qualitative data analysis and the discussion. First two research questions are analysed in this chapter. **Chapter Seven** reserves to analyse other five quantitative questions about the study and relevant hypotheses are tested. **Chapter Eight** presents the conclusion, which takes the form of a review of the main aspects of the study, the key findings, the managerial implications, possible directions of future

research and the scope of the study. A visual representation of the structure of the Thesis is given in Figure 1.2.

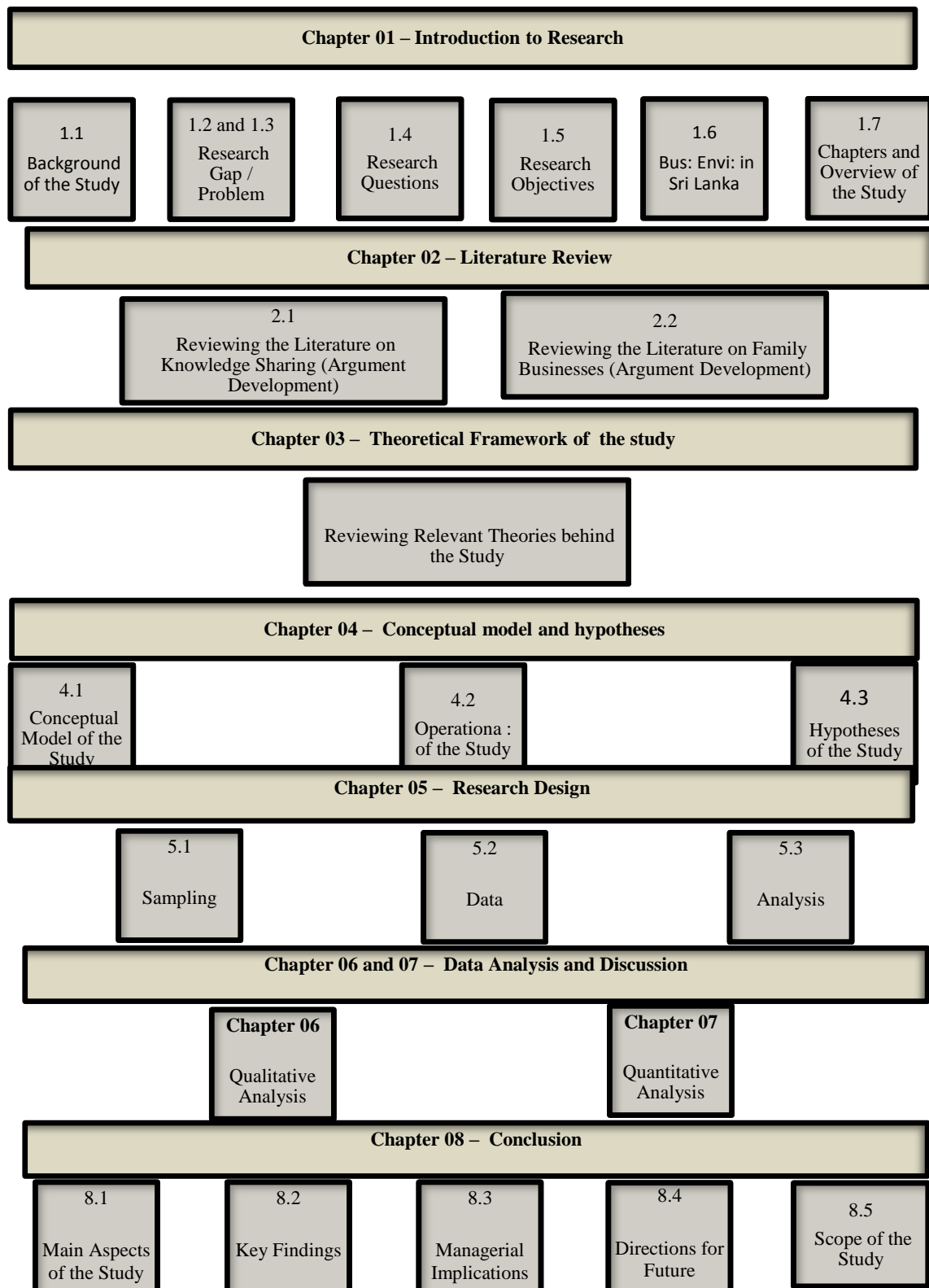


Figure 1.2: Structure of the Thesis, *Source: Designed by the author*

## **Summary**

This Chapter began with a review of the background of the research problem. It detailed out how an existing gap between the theory and practice in the concerned area gives rise to the research problem. That section was followed by the research questions and objectives, which further elaborate the research problem. The Chapter concluded with an overview of the business environment in Sri Lanka and an overview of the structure of the Thesis.

## 2. LITERATURE REVIEW

The purpose of this chapter is to explain the basic concepts and themes in the field and review the available empirical findings on employees' KS in FBs. The Chapter consists of three sections. The first section discusses the salient features of FBs. The second section focuses on empirical findings with regard to KM principles, KS concepts and the importance of internal business environment on KS. The third section presents antecedents and intervening aspects of employees' KS in FBs.

### 2.1 The Argument of Reviewing the Literature

The present global knowledge society identifies knowledge as the main source of business growth and sustainability. The traditional physical resources, such as land, capital, and labour, have been gradually replaced by knowledge resources which play a vital role in providing competitive advantages over other businesses. Further, as explained in the research problem, the employees of FBs have not shown significant enthusiasm regarding sharing their knowledge with their colleagues and companions within the firm. At the same time, FBs have been recognized in most economies as the most widely available and, at the same time, largely struggling type of business in the long-run operation. The main argument that the present literature review develops is as follows: **“The employees’ knowledge sharing intentions differ comparatively in terms of the type of knowledge (tacit & explicit) involved and is driven by the internal business environment which is of intervening by employees’ attitude & organizational identification. In this regard, KS in FBs has a role to play in shaping the future of those businesses”**. The literature review is organized under the following sub-sections: FBs, Knowledge and knowledge sharing, why individuals are important?, internal business environment and determinants of tacit and explicit knowledge sharing, intervening aspects of knowledge sharing, and the role of knowledge sharing in case of business performance.

### 2.2 Empirical Findings Regarding Family Businesses

#### 2.2.1 Definition of FBs



Current organizational development, business, management and behavioural studies increasingly focus on the developments in the practices of FBs, due to the dominance of FBs in most economies in the world (Sharma, 2004). This economic dominance of FBs has encouraged scholars to analyse significant features of such businesses (Kuruppuge and Gregar, 2017). The literature on business recognizes that FBs are particularly different type of business with reference to family involvement, business functioning and business objectives (Chrisman, Chua, and Litz, 2003). Specifically, the employees' behaviour has also been identified as a significant factor that differentiates FBs from non-FBs (De Alwis, 2016). Different definitions of FBs focus on the different aspects of this type of business.

There are a large number of definitions for the FB type reported in the literature. Kellembarns et al, (2012) defines FBs as entities which are partly or fully managed by individuals appointed on the basis of blood relations or family connections. At the same time, Chrisman, Chua, and Sharma (2005) state that all FBs cannot be considered homogeneous entities, as the nature of the business depends on the business interactions of the owning family, the influence of individual family members and the society at large (Habbershon and Williams, 1999). Among the various other definitions, Chua et al., (1999, p. 25) viewed FBs as “a business governed and/or managed with the intention to shape and pursue the vision of the business held by a dominant coalition controlled by members of the same family or a small number of families in a manner that is potentially sustainable across generations of the family or families”. Further, Berrone, Cruz, and Gomez-Mejia (2012) have considered the socioemotional wealth (SEW) of business owners in distinguishing between FBs and non-FBs. The components of SEW include emotional business attachment, organizational identification, business engagement, endurance, family succession, and family involvement (Berrone, Cruz, and Gomez-Mejia, 2012). In addition to these general definitions, many other explanations could be found in the existing literature that refers to the context and content of FBs.

An analysis of the existing definitions of FBs would show that there is no consensus among the researchers as to how FBs should be defined. The availability of different definitions for FBs has created a space where FBs could be classified under different categories. The present study defines a FB as the

type of business which certain members of a given family who relate to that family either through blood connections or other family connections possess the responsibilities related to the management, governance, and ownership of the business and where more than one member from the founding family is entrusted with the strategic-level decision-making power, in a position like Chief Executive Officer, General Manager, Founder or Chief Executive/s (Kellemarns et al, 2012).

### **2.2.2 Categories of FBs**

Based on the most recent definitional approaches, current scholars have agreed upon two significant key principles about FBs. Firstly, FBs are not identical to each other, and they are significantly different from non-FBs (Sharma 2004; Chrisman, Chua, and Sharma, 2005). Secondly, all FBs are characterized by interaction among the business entity, the family unit, and its individual members (Habbershon and Williams, 1999). Based on the distinctive characteristics, FBs are divided into two categories: “Lifestyle” and “Enterprising” (Chrisman, Chua and Litz, 2003). Lifestyle FBs embody a pattern of business operation in the best interest not of the business, but of the family in question. Entrepreneurs of such businesses, mostly promote the family and the family name, providing jobs to family members and stabilizing family ties, whilst targeting financial activities also to earn profits. Enterprising FBs promote wealth creation through entrepreneurial activities in the business, particularly in the professional handling of business activities. Challenging similar businesses, making innovations, and recognizing prospects of long-term vision with the key stakeholders’ objectives are identified as defining practices of enterprising FBs in comparison to Lifestyle FBs. However, family involvement is seen commonly on both types of FBs.

### **2.2.3 Family Involvement in FBs**

Family involvement in business makes FBs different from non-FBs. This differentiation occurs primarily as members of the owning family are involved in the strategic, tactical, and operational decision-making process in the business (Kuruppuge and Gregar, 2018). Family involvement refers to the direct involvement of the members of the owning family in the managerial decision-making and operational activities in the functional areas of the business.

Researchers have identified family involvement not only in business operations but also in business governance and ownership (Chrisman et al., 2003). At the same time, some studies have identified the participation of family members as workers in non-managerial positions, as well (Kuruppuge and Gregar, 2015). Yet, many empirical research findings in relation to FBs suggest that family involvement in operational activities is more prominent than other involvement activities, such as ownership and governance (Chrisman et al., 2005; Zahra, 2003).

Family involvement in operational or management activities refers to the way family members from the owning family carry out duties and tasks with the intention of achieving the objectives of the business, as top, middle, and lower level managers of the business establishment. Such contribution may be further observed in long and short periods of time and strategic, functional, and operational level decision-making. In the meantime, Sciascia and Mazzola (2008) point out that those employees of FBs take a more familial approach in negotiating with each other in the establishment. When family members are working in the firm, all the other employees are encouraged and motivated to perform well. Moreover, being able to interact with the members of the owning family motivates all the employees in the firm to perform well and carry out their duties and tasks efficiently and effectively (Kuruppuge and Gregar 2016). In connection with the employees' performance, recent research studies have explored the nature of HC in FBs.

#### **2.2.4 The Nature of Human Capital in FBs**

Employees of the family and outside the family constitute the human capital of a FB. They work in FBs for different reasons (Kuruppuge and Gregar, 2018). Non-family employees who possess marketable and unique knowledge, competencies, and abilities get the opportunity to serve in FBs, while family employees get employed on the basis of kinship or friendship (Chrisman, Memili, and Misra, 2014).

However, two distinctive groups of researchers are of contradictory opinions about family and non-family employees' HC in FBs. One group of researchers believes that those employees who constitute the most valuable HC for FBs are non-family employees as opposed to family employees (Chua et al.,

2009). Having sufficient training, experience, and knowledge in relation to the job, non-family employees can perform as mentors to train the members from the owning family as successors and future leaders of the business (Lee, Lim, and Lim, 2003). The other group of researchers believes that family members with unique, non-imitable, business-specific tacit knowledge are in a position to render a greater service to the FB than their non-family counterparts (Khanin, 2013). Those studies that are in favour of this position posit that the members of the owning family are in the business from their childhood, and that therefore, training in the business is part of their day-to-day experience. Being in a position to attend to the business on a part-time basis (Memili et al., 2011), take part in “dinner table discussions” (Denison, Lief, and Ward, 2004, p. 64), and listen to the success stories centred around the founders of the business invariably results in making most family employees confident, psychologically secure, and knowledgeable about the business compared to their non-family counterparts. Finally, family employees have got the opportunity to develop close connections with other employees, suppliers, and customers, on the basis of more personal and familial ties. Unique characteristics of family employees, like emotional attachment, job engagement, and organizational identification, would ensure less absenteeism (Block et al., 2015) and willingness to dedicate extra work and time without payment (Danes et al., 2009).

While the HC of FBs falls into two distinguishable categories based on whether the employees are part of the owning family or outside of it, their contributions in the workplace has made FBs significantly different from non-FBs. Similarly, both types of employees have the opportunity to serve FBs as explained above. However, as claimed in several studies, it could be safely argued that family employees do not always contribute to the FB in a positive manner (Khanin, 2013; Kidwell et al., 2013). At the same time, there is no conclusive evidence that the contribution of non-family employees to the HC of FBs is necessarily greater than that of the members of the owning family (Dawson, 2012). However, all these significant features of family and non-family employees have made the nature of the HC in FBs complicated.

### **2.2.5 Complications of Human Capital in FBs**

Several reasons have been identified by researchers regarding the problematic nature of the HC in FBs. According to certain recent studies on HC, FBs exercise unethical, unfair, and bias HR practices in the firm, which give undue preference to close family members, friends, and other relatives who are part of the firm (Chua, Chrisman, and Bergiel, 2009; Cruz et al., 2014; Kellermanns et al., 2012; Zientara, 2015). Granting undue preference to an unqualified family relative in a FB could challenge the very survival of FBs into question particularly in competitive environments. In this regard, Khanin (2013) argues that the turnover intention of unqualified family members in a FB has a positive impact on the performance of the FB. At the same time, Khanin (2013) further argues that FBs should encourage and be supportive of qualified and skilful family members who represent the top management to ensure the sustainability of the FB. He is also of the view that their unique skills cannot be expected from non-family employees. This, however, does not mean that there is conclusive evidence that the HC of a FB can improve by giving preference to family members by way of offering them top positions and overcompensation. This inconclusive nature of the available evidence indicates that the involvement of the members of the owning family in the business makes the situation of that FB with regard to its HC complicated (Dawson, 2012).

Another reason for the complicated nature of the HC of FBs concerns what is called socioemotional wealth (Gómez Mejía et al., 2007). According to Gómez Mejía et al., (2007), the future direction of FBs is determined by its socioemotional wealth (SEW). Because of SEW, the leaders of FBs have to manage their businesses, preserving the family control, reaching non-financial objectives, and protecting family traditions. This naturally creates a business environment, which is conducive to preferential treatment of family members, which results in making over-evaluations of their performance (Verbeke and Kano, 2012), offering them luxury packages (Chua et al., 2009), and giving them leadership positions (Covin, 1994) as opposed to non-family employees. Similarly, non-family employees are not offered shares of the firms (Gedajlovic and Carney, 2010) or a chance to be a part of the succession process of the firm (Lubatkin et al., 2005).

The irresponsible social practices of FBs (Cruz et al., 2014; Zientara, 2015) are also recognized as a negative aspect of HC. Such practices include

unequal treatment of employees, fewer investments for training and development, and less dynamism for the development of the business (Cruz et al., 2014). Nevertheless, Irresponsibility to society does not mean illegal. However, due to these kinds of practices, FBs have become non-reputable to maintain a strong HC in FBs. Once people get to know about such practices, such FBs are unable to attract qualified, well trained and skilful employees to their firm.

However, other than these several complications of all complications of HC, most FBs are trying to maintain a pool of strong knowledge resources. While most FBs are currently trying to adapt into KM system, some are still lagging behind (Chua et al., 2009). Specifically, KS as a primary requirement of KM system has taken the attention of practitioners and researchers. Individual's role as a player of KS in KM system in FBs has become another aspect of concern of this field.

## **2.3 Empirical Findings on Knowledge Sharing**

### **2.3.1 Knowledge and Knowledge Sharing in FBs: Why Individuals are Important?**

#### *Definition of Knowledge*

Knowledge has been defined by various scholars differently. Nonaka (1994) defines knowledge as a verified belief or assumption that would enhance an entity's ability to perform efficiently and effectively. Zeleny (2005) argues that knowledge is the coordinating hub of all actions pertaining to requisite activities. One common idea highlighted in almost all the definitions of knowledge is that knowledge is more precise than facts. Facts without insight become simply data, but not knowledge (Fahey and Prusak, 2004). Knowledge involves actions and/or decisions taken by people based on the interpretation and application of data. New knowledge comes into being when data are interpreted and applied (Baumard, 1999). Meanwhile, researchers in this area have identified diverse forms of knowledge.

Knowledge level, in relation to businesses, is divided mainly into three categories. Individual (employee) knowledge refers to the knowledge bundle of

individuals. Individual employee's knowledge gained through education, experience, and activities are identified at this level. Organizational knowledge, which is the second knowledge level, refers to the awareness or familiarity gained through relevant, actionable, and observable activities that take place in and around the workstation. This knowledge is gained fully or partially experiential, and this knowledge is created when employees interact with each other through technology, techniques, and procedures. Therefore, a given form of organizational knowledge is specific to a particular firm, and the other firms cannot imitate that knowledge easily. Societal knowledge is the last level in this scheme of knowledge, and it is a broad concept. Societal knowledge comprises individual knowledge and organizational knowledge. This knowledge may be limited to a specific group of people (society), industry or geographical area. As a result, some regions, areas, and countries have become famous for producing specific services and commodities. This shows that the social group in question is fully equipped with a specific knowledge bundle.

### *Types of Knowledge*

The available literature on knowledge identifies two types of knowledge: explicit knowledge and tacit knowledge. This differentiation of knowledge types was first introduced by Polanyi (1958, p. 20). The kind of knowledge, which is explicitly available and codified in various ways, is categorized as explicit knowledge. This type of knowledge is available in manuals, books, and other documents. The kind of knowledge, which is not codified but exists primarily within the minds of the employees, is identified as tacit knowledge (implicit knowledge). This is usually called skills. The distinction between explicit and tacit knowledge is the difference between "know-what" and "know-how" (Brown and Duguid, 1998). Zack (2000) describes tacit knowledge as the most valued, intangible resource, which develops through experience over different generations of employees and is used in most of the business processes. Further, he explains that tacit knowledge can be shared among each other only through interactive activities, like discussions and experience sharing, as this type of knowledge is embedded only in the minds of the people. As this kind of knowledge cannot be documented in the organization, it always carries the risk of being lost when employees get a turnover.

## ***Knowledge Sharing***

Knowledge sharing has been identified as the key performance indicator of businesses in the 21<sup>st</sup> Century. According to International Labour Organization (2010), the process of organizing the knowledge and skills gained from others, offering that knowledge in a way that it becomes accessible to a wider community of employees, and establishing a network of interested individuals is identified as KS. Generally, KS takes place in an organization in various ways, such as face to face sessions, formal documents, and organized sessions (Cummings, 2004). As explained by previous studies, knowledge sharing, transfer, and exchange are identified as three different concepts. In addition to KS, knowledge transfer encompasses the knowledge source and the application of that knowledge by the receiver, and it mainly refers to the movement of knowledge between divisions, departments, or organizations. According to this understanding, the involvement of individuals in the knowledge transfer process is not valued as the transfer take place without an interruption (Szulanski, Cappetta, and Jensen, 2004). Knowledge exchange refers to both KS and knowledge seeking. However, this term is used interchangeably with KS (Cabrera, Collins, and Salgado, 2006). However, KS or exchange is understood to happen mostly at the level of individuals than at the level of organizations and society.

Knowledge management literature provides enough evidence to show why individual employees are more important compared to the organization or society at large in the event of knowledge sharing. Bollinger et al. (2001) argues that knowledge originates in the heads and minds of the individuals and attains maturity as a result of the influence of personal values, experience, education, and beliefs. When an employee interacts with the operations at the firm for a considerable period of time, he or she accumulates a body of knowledge customized to the firm's operations, processes, systems, culture, and structure. Then, that employee becomes the sole owner of the knowledge accumulated in the job. The firm, the owners, or the managers of the firm have no control over the knowledge, which is present in his or her head and mind. This shows that individuals occupy a critical position as far as KS in a firm is concerned. Scholars have shown that in addition to individuals, the business environment, too, has an important role to play in knowledge sharing (Hornsby, et al., 2009).



Currently, knowledge sharing among employees in a business has become one of widely addressed areas within KM. Several FB studies have also discussed the same.

### ***Knowledge Sharing in Family Businesses***

The success or failure of the business operations of FBs in a largely competitive environment has much to do with the ability of those FBs to manage their decisive knowledge resources (Chirico and Salvato, 2008). Several studies (Boyd and Royer, 2012; Hatak and Roessl, 2015; Giovannoni, Maraghini, and Riccaboni, 2011) have engaged with the idea of generational knowledge transfer over multiple generations of FBs and the critical sensitive factor of KS. Salvato and Corbetta (2013) investigated the acquisition of external knowledge by FBs to make the business functions efficient. Emphasizing the need for knowledge for everyday activities of FBs, Chirico and Salvato (2008) argue that the committal and relational capital of the family members and close friends and relatives enhance gradually. Further, Sirmon and Hitt (2003) recognize the family involvement as an important factor in developing firm-specific tacit knowledge. In opposition to all these findings, which are favourable to KS in FBs, Sirmon, Arregle, Hitt, and Webb (2008) argue that the involvement of family members in business activities makes knowledge practices of FBs more complicated than is the case with non-FBs. Basically, nepotism interprets the value and importance of knowledge sources and experiences inaccurately and treat knowledge bases and sources bias (Jaskiewicz, et al., 2013). Yet, the researcher could not find any other main study, which engages with KM or KS practices of employees in the context of FBs. This situation indicates that there is a dearth of research that engages with the handling of internal knowledge.

### **2.3.2. Internal Business Environment and Determinants of Tacit and Explicit Knowledge Sharing**

Studies on organizational development have considered ‘business environment’ a key determinant in understanding a firm, the employees, and the stakeholders (Hester and Meyer, 2012). Business environment refers to the tangible or intangible resources and external or internal forces, which affect the operation of the firm (Hornsby et al., 2009). The operation setup of a business comprises systems, processes, procedures, employees, managers, and customers.

The internal business environment of a firm differs from its external environment. The internal business environment refers to the internally available resources, conditions, and capabilities of the organization, which influence the behaviour of the employees within the firm. According to Gold et al. (2001), both internal and external as well as business culture and climate had previously been considered the main catalysts of knowledge creation and sharing. Similarly, several studies have identified the business environment as a determinant of KS (Mohamed, 2008, Wolfe and Loraas, 2008). Such studies divide the business environment into two types: macro and micro. Venkatraman and Prescott (1990) recognized the internal business environment as an instrument for measuring the effectiveness of the contingency strategies in from the perspective of strategic management. Hornsby et al, (2009) highlights the importance of the internal business environment for innovative resources of the firm.

The earlier studies discussed the internal environment of a firm primarily in terms of the resources available in the firm. All those studies recognized the HC of the firm as the dominant type of resource available in the firm. Rather than exploring the external environment factors, like other organizations, the government, and society in general, almost all those studies focused on the internal business environment as the predictor variable (Mohamed, 2008). Particularly, those studies that engaged with topics such as innovations and the effectiveness and survival of the firm, which are areas where knowledge plays a decisive role, showed a tendency to focus on sensitive factors like employee behaviour. However, according to Bock et al, (2005), the motivation of individual employees, the social capital among the employees, and the organizational climate were rarely recognized as internal environment factors by the earlier studies. The present study recognizes these three aspects as components of the internal environment of a business firm. It also posits that these three factors reflect the employees' behaviour in an organizational environment. These also enable one to get an idea about the different levels of a firm—individual, societal and organizational. A phenomenon like employee behaviour could be elaborated theoretically as well.

However, organizational capabilities, conditions, and resources are recognized mainly as part of the internal environment of a business. One of the

mostly used theories in the literature to explain the internal business environment of a firm is the theory of resource-based view (RBV). According to RBV, every organization in possession of physical resources (land, machines, raw materials etc.), organizational resources (systems, procedures, management etc.), and human resources (experience, networking, and insights) exist in any kind of organization. It also focuses on the three levels at which resources are discussed: individual, societal, and organizational. As far as the HC of a firm is concerned, this theory is of the view that individual's insights, social networking, and organizational procedures are important. Therefore, it is important to explore the role that these three factors play in shaping employee behaviour in a firm, with particular focus on the knowledge sharing behaviour of the employees.

### **2.3.3 Individual Motivation and Employee's Tacit and Explicit Knowledge Sharing**

Individual motivation refers to the degree to which individuals would like to share their tacit and explicit knowledge with others in the firm. Constant et al. (1994) argues that knowledge or expertise is unique and specific to individuals. As a result, the individuals in an organization consider knowledge and expertise an asset to be owned by them, and they use such knowledge to elevate their personal relationships, power, and status (Markus, 1983). Thus, the rational decision-making process confirms that individuals ascertain the expected costs and benefits of any knowledge sharing action (Bock et al., 2005). They do not want to put their unique value in the firm at risk by sharing their highly valued knowledge without expecting extra benefits over the cost of knowledge sharing (Bock et al., 2005). They expect extrinsic incentives, like rewards (Bock et al., 2005), improving mutual relationships with others in the firms (Deluga, 1998), positive cognition based on one's feeling of personal contribution to the organization (Brockner, 1988) to share their knowledge with others. Once they feel that one of the above motives (rewards, relationships, or selfness) benefits them than the cost of knowledge sharing, they may share tacit as well as explicit knowledge with others. The similar research findings could be found about individual motivation in the context of FBs as well.

The existing literature points to two non-overlapping perspectives with regard to individual motives for KS in FBs (Berrone et al., 2012). The first perspective indicates KS as a function of economic exchange where more emphasis is given short-term individual self-interests. Explicit benefits, like rewards, profit sharing, and promotions, for KS may motivate them to share their knowledge in an organizational environment as well (Wang and Hou, 2015). Factors related to the organizational climate and culture, like competitiveness, innovativeness, management, and leadership approaches, also define economic exchange of KS (Cabrera, Collins, and Salgado, 2006). The second perspective conceptualizes KS as social exchange where more emphasis is placed on long-term returns than immediate benefits (Blau, 1964). Long-term benefits, such as establishing and maintaining relationships, networking, reputation building, and developing social capital, constitute the social exchange perspective of KS (Hashim and Tan, 2015; Hau et al, 2013). According to this perspective, individual self-interest is recognized as a motive for KS. Participants expect explicit immediate benefits with economic exchange qualities in order to share their knowledge, and they later seek to use benefits of economic exchange qualities to develop social exchange by KS expecting reciprocal benefits. Ensley and Pearson (2005) argue that the attitudes of the individuals of FBs are antecedent to knowledge sharing intentions. All these findings show that individual motivation is a strong indicator of knowledge sharing intentions. The Rational Action Theory confirms this relationship as explained further in Chapter 03.

#### **2.3.4. Social Capital and Tacit and Explicit Knowledge Sharing**

Social capital is recognized as the sum of latent or daily relationships, which individuals and groups have experienced the way to the latent capital (Fukuyama, 2001). Social capital with specific reference to an organization is seen as an intangible resource accumulated through networking among employees. Some of the famous theories in economics and management have explained the behaviour of individuals in organizations in relation to social capital.

The Social Exchange Theory (Emerson, 1976) posits that the employees in an organization deserve to offer their contribution only in response to what

they get from the organization. In an organization, the acquisition of knowledge by employees results in enhancing individual performance. Sharing that knowledge in a business environment for a wider audience to access it is one of the best knowledge management practices (Lin, 2007). As the Social Exchange Theory also posits, the exchange of views and knowledge based on relationships among colleagues and organizations would strengthen the sense of community at the firm thus improving the work environment. This is important, as strong ties in the organization, both among the employees and between the management and the employees, always result in creating a setting that is conducive to high quality performance. The approachability of an employee for the other members in the organization, the employee's willingness to be open to the actions of the other members, and his or her willingness to pursue the collective goals, missions, and visions with the rest of the members (Chow and Chan, 2008) are the key factors that make the sharing of knowledge possible. The literature on FBs has also discussed the idea of social capital in detail.

FBs are considered to be effective in maintaining high standard relationships, cooperation, and networking with external and internal stakeholders (Arregle et al., 2007; Miller and Le Breton-Miller, 2015). Hatak and Hyslop (2015) argue that cooperation of FBs of different scale revealed that selfishness and opportunism on individual business is developed through the business relationship. Supporting this view, Kappes and Schmid (2013) argue that other than networking, cooperation and relationship, most of FBs share certain qualities in common with firms of different scales, in terms of the business history, culture, and the economic value, mission, and co-values that their businesses embody. Further, Kappes and Schmid (2013) show that overcoming power distance, forbearance over other firms, pro-social behaviour to assist other firms, and trying to be consistent with other firms through networking, cooperation, and friendship are critical for the functioning of FBs. All these findings also support that the social capital of FBs is connected with knowledge sharing intentions. The Social Capital Theory confirms this relationship as explained further in Chapter 03.

### ***Employee's Attitudes***

The Rational Action Theory, which explains how individual behaviour is influenced by the intention of that person to carry out something, confirms that the employee's attitudes towards KS determines the extent to which he or she is willing to share his or her knowledge (Lin, 2007). Accordingly, individual employees who have positive attitudes towards group discussions, conversations, meetings, and gatherings generally show a propensity to share their knowledge with the others (Wu and Sukoco, 2010). Further, according to the theory of Planned Behaviour, the attitudes of the employees play a critical role in determining their behavioural intentions in FBs (Wei et al, 2011). Meantime, based on the Social Identity Theory, Suh (2016) identifies social capital as an antecedent of employees' attitudes while employees' attitudes are related to KS. This indicates an intervening effect of the employee's attitudes towards the relationship between the social capital of the employees working in a FB and their knowledge sharing intentions.

### **2.3.5 Organizational Climate and Employee's Tacit and Explicit Knowledge Sharing**

Scholars in the field of KM have often understood the idea of organizational climate or culture to be an antecedent of knowledge creation, storing and sharing (Mohamed, 2008). In this regard, Robert Buckman (1998, pp. 14-15) says, "to move from a culture that calls for the hoarding of knowledge in order to gain power toward one that rewards the sharing of knowledge with an increase in power, we need to create a climate that fosters long-lived, trusting relationships". According to the general understanding, the organizational climate consists of four main qualities, which enable knowledge sharing, namely fairness, affiliation, innovativeness, and intra-organizational competition (Koys and Decotiis, 1991). Fairness refers to the employee's perception that practices of a given firm are equitable, non-bias, and trustworthy. Once the employees feel that their firm is a space that is characterized by fairness, the activities related to KS are more likely to increase. Affiliation refers to the sense of community, which binds the employees working in the firm together. Helping each other and caring are the most important features of togetherness. The positive feeling of togetherness that the employees feel has been shown to have a direct influence to the KSIs of the employees. The willingness to take an initiative towards change and encourage the creativity of

the employees come under innovativeness. Generally, individuals who love innovations are more likely to create and share knowledge with others (Bock et al, 2005). Intra-organizational competitiveness, which is the competition occurring within an organization (Fred and Blake, 1992), is also considered as a component of organizational climate. However, in general, FBs have shown climates that are both positive and negative for knowledge sharing.

The organizational climates in FBs, which are conducive to KS, generally have the KS practices driving the successful business operations, and KS in such settings also serve as a key business performance indicator (Chirico and Salvato, 2008). The studies by Boyd and Royer (2012) and Hatak and Roessl (2015) have identified generational knowledge transfer in FBs as a critical factor in successful KM. Such knowledge transfer has enabled FBs to preserve, store, and use that knowledge in new spheres, motivating the employees to make innovations. Emphasizing the need for knowledge for everyday activities of FBs, Chirico and Salvato (2008) claim that committal and relational capital of family members, close friends, and relatives makes the business climate conducive to sharing the knowledge among the members of the business. At the same time, the involvement of the members of the owning family in business activities also makes it possible to share industry specific knowledge with the others in the firm (Sirmon and Hitt, 2003).

As far as the negative aspects of the organizational climate of FBs are concerned, several studies have identified FBs as traditional in their use of technology, conventional in their business focus, less energetic in terms of their development, and less exciting in terms of change (Allio, 2004; Astrachan Binz, 2014). The high potential for conflict in decision making and favouritism based on familial connections are some of the common characteristics of FBs due to the involvement of the owning family in the business (Ensley and Pearson, 2005). As a result of this involvement, employees working in FBs do not enjoy certain privileges, which their counterparts in non-FBs enjoy at work. This creates a situation where the employees do not feel any personal investment in the FB as a result of which they do not see the need to share their valued knowledge with the others. In addition, Lansberg (1999) argues that family rivalries create a situation where the members of the owning family feel reluctant to share their knowledge with the rest of the members, including the

other family members. Sirmon et al (2008) makes a similar argument when he says that the influence of the owning family, nepotism, and the lack of fairness in FBs make all the employees demotivated to share their tacit and explicit knowledge. In addition, entitlement-based favouritism on the part of the management of FBs undermines the value of knowledge creation, knowledge sharing, and making innovations (Jaskiewicz et al, 2013). Such negative aspects of KS create many difficulties for FBs, which invest in KM systems to promote KS among their employees. In addition to direct influences of organizational climate to KSI of employees, organizational identification is also recognized as influencing factor to KS.

### ***Organizational Identification***

Organizational identification, which is defined as the perception of oneness with or belongingness to an organization (Mael and Ashforth, 1992), is recognized as an antecedent to knowledge sharing (Zhu, 2016). According to Kogut and Zander (1996), organizational identification plays a significant role in making individual employees open to sharing knowledge in firms. The knowledge-based view refers to the employee's sense of the structure the firm as a basement on the self-perception to share knowledge. However, according to Dyer (1988), the organizational climate of FBs creates a strong organizational identification among their employees, due to the familial, cultural relations within the firm. That study further states that in the context of FBs, the organizational culture, which has developed over years, has made the organizational identification of each FB unique. Such feelings drive the KS stimulus of the employees making an intervening effect on the relationship of organizational climate and knowledge sharing intentions of employees working in FBs.

### **2.3.6 Shaping Family Business Continuation through Knowledge Sharing**

Business continuation and survival in the long-run have always posed challenges to the owners of FBs (Salvato and Leif, 2008). As a result, the owners and managers of FBs are constantly exploring ways to overcome the issues and develop strategies to ensure the uninterrupted continuation of the businesses in the short- and long-run. The majority of the FBs have identified the value of knowledge for innovations (Caberera-Suarez et al., 2001) and the



need for KS (Dhanaraj et al., 2004). Nevertheless, many firms treat the development of KS practices among employees as a critical and difficult activity. This situation is more applicable to FBs, as FBs carry unique constraints to KS as explained in the section of 2.3.5 in this Chapter.

At the same time, many FBs have successfully managed to ensure their business continuation through KS, mitigating the survival-related challenges. Trevinyo-Rodríguez and Bontis (2010) states that business-specific knowledge (tacit knowledge) including business secrets is transferred from one generation to the next generation of the same family, guaranteeing a sustained business in the future. Framing KS as mentoring (Distelberg and Schwarz, 2015) and knowledge accumulating (Chirico, 2008) have enabled to researchers to confirm that use of knowledge resources by FBs to sustain the business. According to Hatak and Roessl, (2015) the practice of KS is important, particularly in the event a new member gets involved in the management of a FB. In addition to the owners and manager of FBs, several other studies have discussed the employees' involvement in KS as well. As shown in Section 2.3 of this Chapter, KS, as a tool that determines the business continuation of FBs, can be observed among the employees, between the management and the employees, and between the owners and the employees of the same firm. Drawing attention to the employees' KS, Cunningham, Seaman, and McGuire (2016) argue that some of the business-specific knowledge is transferred only among targeted family members to make the business competitive. In conclusion, looking at previous empirical findings, it can be said that the use of knowledge resources, specifically KS, business a plays a significant role in determining the business continuation of FBs around the world.

## **Summary**

This Chapter reviewed the existing literature on employees' KS in FBs. As the identification of the uniqueness of individual employees' KS practices in the context of FBs is important to the main argument of the present study, the first part of this Chapter focused on the definitions, key concepts, and categories of FBs and HC. The second part of the Chapter focused on the definitions, key concepts, and categories of Knowledge and KS. The main argument of the

Chapter was developed in the final part of the Chapter by combining the arguments, which had already been made regarding FBs and KS.

### **3. THEORETICAL FRAMEWORK**

This study seeks to explain the way workers conduct themselves in relation to KS in the context of the workplace. This type of study requires carefully identified variables and a well thought-out research design. The theoretical rigour of a research study helps the researcher to stay focused on the objective of the study, adhere to accurate methodology, and handle the data gathered from various sources effectively. Three theoretical lenses, namely Rational Action, Social Capital, and Field theories, were utilized to conceptualize the study problem and introduce a sense of theoretical rigour to the study. This Chapter elaborates these three theories. Finally, the antecedents of individual employees' KSIs in FBs are established based on these theories.

#### **3.1 The Nature of Individual's Behaviour**

This study is quantitative in nature, and it seeks primarily to be either exploratory or explanatory. The research design of such a study needs to be based on a proper identification of variables, indicators, and measurements. Any engagement with the research problem of the study needs to be characterized by theoretical rigour. The study explores the sense of rationality behind the KS behaviour of individuals in diverse situations in FBs. Given the importance attached to the idea of rationality, the present study uses the Rational Action Theory or Rational Choice Theory (Becker, 1976), the Social Capital Theory (Coleman, 1990), and the Field Theory (Lewin et al, 1939) as its primary theoretical lenses.

##### **3.1.1 Rational Action Theory (RAT)**

Studies on human behaviour agree that norms play a critical in shaping the natural behaviour of individuals. Therefore, any theory that seeks to explain the human behaviour should explore the influence of norms of behaviour. The Rational Action or Rational Choice Theory was developed in recognition of the importance of the norms of individual behaviour. Established by Becker (1976), this theory argues that one's decision whether to carry out an offensive act or not is based on his or her analysis of the costs and benefits of the action in question. Numerous research studies on human behavior in the discipline of management

have used this theory to explain the deviant behavior of individuals, like employees, managers, and customers.

RAT is based on two theoretical premises. First, the theory believes that the actor's decision whether to carry out an offensive act or not is entirely determined on the basis of an assessment of the costs and benefits of the action in question. Second, the theory also posits that the offender's decision is made solely on the basis of perceived costs and rewards. In simple terms, the first premise suggests that an offender selects the best out of the many options that are open to him or her, following an evaluation of all options. The second premise emphasizes that what leads to an individual's deviant behaviour is his or her subjective perception of the costs and rewards that the action entails. Approaching this theory at a different level, Opp (2013) points out that this theory comprises three features, namely preference, constraints, and utility maximization. Opp (2013) refers preference as conditions for deviant behaviour of an actor. Constrains depicts as possible behavioural opportunities. Further, the author believes that events determine the possible behavioural opportunities of the actor. Actor's selection of the best outcome for maximization of the utility is referred as utility maximization. In conclusion, it is shown that prepositions and assumptions have made RAT theoretically sound to elaborate individual behaviour. As a result, scholars have stated to use RAT as the theoretical lenses for employees behavioural studies.

As discussed, RAT seeks to explain the rational behaviour of individuals in a community. The theory is clear about the rationality of human behaviour, the norms that govern individual behaviour, and one's tendency to make decisions based on an assessment of the costs and benefits of the action. One's tendency to behave rationally and make decisions based on the costs and benefits that such decisions entail could be observed within the context of an organization as well. According to this principle, it could be argued that KS also takes place when the benefits associated with such sharing exceed the costs associated with the same. According to this perspective, an employee's willingness to share his or her knowledge depends upon the balance of the costs and benefits associated with KS. In the context of the present study, RAT will be used to examine the connection between individual motivation and tacit & explicit knowledge.

### **3.1.2 Social Capital Theory (SCT)**

Organizational, management, and social studies started to utilize social capital as a concept at different levels of individual and group analyses (Adler and Kwon, 2002). In general, among various definitions, scholars in this area are in agreement that social capital is created by a network of relationships among individuals and groups (Payne et al, 2011). Sometimes, social capital is recognized as the sum of latent or daily relationships, which individuals and groups have experienced, where such collaborations have shown the path to this latent capital (Fukuyama, 2001). Individuals and groups involved in such relationships embody pro-social behaviours as expected by the involved parties or community.

An engagement with the idea of social capital would provide insights into what is called the pro-social behaviour. The scholars in the field have paid significant attention to three dimensions of social capital, namely structural, relational, and cognitive. The structural dimension engages with the stability of networking and connectivity. It deals with the configuration and patterning of the relations among the actors. The relational dimension focuses on how personal relationships develop over time in historical interactions. Trust is identified as one of the most important factors in this dimension, and many of the studies on knowledge-sharing have engaged with this dimension in a substantial manner (Inkpen and Tsang, 2005). The cognitive dimension involves the resources that are capable of developing a shared vision, shared values, stories, interpretations, and systems. The cultural aspects of the community are given priority in this dimension. Many KS oriented research studies have emphasized the need to engage with the interconnection among these three dimensions in order to understand the role of the antecedents of KS in organizations (Tsai and Ghoshal, 1998).

The conceptualizations of the idea of social capital proposed by Putnam (2000) and Adler and Kwon (2002) are noteworthy, too. Putnam (2000) identifies two kinds of social capital, namely bridging and bonding. If the actors in a given community merely exchange information and perspectives without having any emotional bonds, that community could be seen as containing bridging social capital. Bonding social capital, on the other hand, is defined by

emotional ties and relationships. Family employees' activities and their attachment to the business generally come under bonding social capital. Adler and Kwon (2002) divides social capital into two categories: internal and external. The Internal social capital, which encompasses internal relations within a community, refers to bonding social capital. Similarly, the external relations of the actors are recognized as bridging social capital.

SCT, which acknowledges the importance of relationships, connections, and networking, engages with the individual's behaviour in a social network. Coleman (1990, p. 304) captures this idea when he says, "social organization constitutes social capital, facilitating the achievement of goals that could not be achieved in its absence or could be achieved only at a higher cost." This idea emphasizes the importance of social capital in an organization. Accordingly, when employees work in a network of relations, they tend to share their artefacts including knowledge as employees want to maintain uninterrupted relations with other actors in the network. This happens in an organization when individual interactions within the network take place in a close and friendly basis. In the present study, SCT will be used as a theoretical lens through which to explore the connection between social capital and tacit & explicit knowledge.

### **3.1.3 Field Theory (FT)**

Organizations are recognized as diversified social blocks where the behaviour of individuals and groups is different from that in other social contexts (Martin, 2003). Being able to predict the behaviour of the employees in such firms is of critical importance as such social blocks are in a state of constant and rapid change. In the field of social sciences, organizations are seen as fields defined by patterns of regularized and observable conduct. Organizations become fields when all the tangible and intangible elements of such setups are aligned in a manner that facilitates the reaching of their goals. The behaviour of the actors in a given organization is influenced by the regularized conducts in that organization and also the culture of that organization (Martin, 2003). Based on this conception, FT has been developed to explain individual behaviour as a function of the field.

FT is attributed to Pual Dirac who developed the theory in the 1920s primarily in relation to the physical sciences. Lewin et al., (1939) enhanced this theory in such a way that it could be used to explain phenomena that went beyond the physical sciences. The social sciences also started to use FT as a theoretical lens for studies in sociology, philosophy, and economics in the 1980s (Abbott, 1988). This took place due to ‘causality of variables’ which is one of the common manipulations in social science research. FT, as used in the social sciences, is a coherent theoretical approach that strengthens the theoretical position that the regularities in individual activities are caused by some other activities that take place in the field (Martin, 2003).

FT explains how a group of individuals behaves in a physiological environment developed based on facts, which are considered mutually interrelated. According to this theory, individual behavior is shaped by field functions that people are engaged in (Martin, 2003). According to this understanding, one’s behaviour is determined by many factors which characterize the sub-society which he or she belongs to and where he or she develops activities interacting with others. As a result, if the organizational atmosphere is partial to knowledge sharing, individual employees are forced to share their knowledge. In the context of the present study, FT is used as theoretical lenses to elaborate the association of the organizational climate and tacit & explicit knowledge.

## **Summary**

This Chapter described the Rational Action Theory, the Social Capital Theory, and the Field Theory, which define the theoretical/conceptual framework of the study. It is obvious that these three theories are extensively used in Management in particular and the Social Sciences in general to explain the behaviour of individuals. This Chapter began with a brief explanation about the requirement of theoretical rigour for a study. Then, the three theories were explained briefly. The description of each theory focused on the invention of the theory, the assumptions that the theory is based on, and the relevance of the theory to the present study.

## **4. CONCEPTUAL MODEL AND HYPOTHESES**

This Chapter presents the conceptual model and hypotheses of the study. The Chapter begins with the conceptual model of the study, while the latter half of the Chapter is dedicated to the development of the hypotheses. Altogether, six hypotheses are developed and discussed based on the theoretical and empirical findings in the research area. These hypotheses are of three kinds—those engaging with the outcome variables, those engaging with the relationship between the predictor and outcome variables, and those engaging with the variables that intervene in the relationship between the predictor and outcome variables.

### **4.1 Conceptual Framework of the Study**

The concept indicator model of a study structures the variables related to the research problem in a manner that facilitates the achievement of the research objectives. The development of the model in a research study takes place based on the theoretical and empirical findings of previous related studies. Firstly, the Literature Review of this study (Chapter 2) provided sufficient evidence to prove that the KSIs of the employees in FBs are of two kinds—tacit and explicit—thus pointing to two outcome variables. Secondly, it was also shown that existing literature support the argument that the internal business environment of FBs is a decisive determiner of the employees' KSIs. And this finding points to three predictor variables, namely individual motivation, social capital, and organizational climate of FBs. Thirdly, it was also found out that there is an intervening effect on the direct relationship between the predictor and outcome variables. Two variables show the intervening effect on this direct relationship. The required theoretical rigour for the conceptual framework was provided by three theories, namely the Rational Action Theory, the Social Capital Theory, and the Field Theory (refer Chapter 3). Figure 4.1 which is the conceptual framework of this study indicates the relationship among the predictor, intervening, and outcome variables supported by the three main theories.



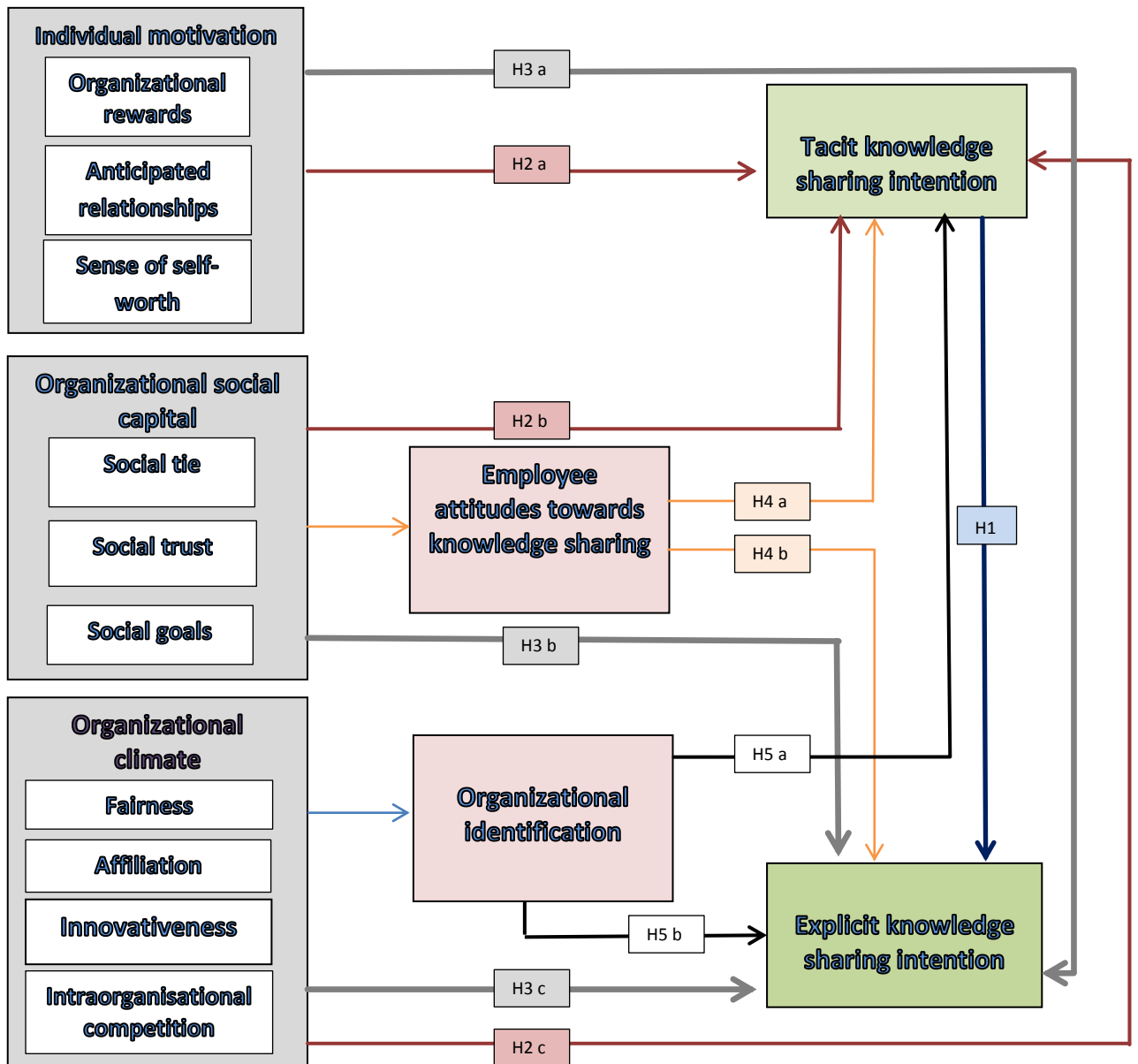


Figure 4.1: Conceptual Framework of the Study

Source: Researcher's original construction based on literature

## 4.2 Operational Definitions of Key Constructs

It is difficult to find universally agreed upon definitions for most constructs/indicators, as constructs are physiologically developed based on the requirement of the studies. Therefore, the definitions of the key constructs of the conceptual model are given in Table 4.1.

Table 4.1: Definitions of Constructs and Indicators

Constructs / Indicators	Definitions	Key references
<b>INDIVIDUAL MOTIVATION</b>		
<b>Organizational rewards</b>	The degree to which one believes that one will receive extrinsic incentives for one's knowledge sharing	Bock et al., (2005)
<b>Anticipated employee relationships</b>	The degree to which one believes one can improve his/her relationships with others through one's knowledge sharing	Deluga, (1998)
<b>Sense of self-worth</b>	The degree of one's positive cognition based on one's feeling of personal contribution to the organization (through one's knowledge-sharing behaviour)	Brockner, (1988)
<b>SOCIAL CAPITAL</b>		
<b>Social tie</b>	The degree of contact and accessibility of an employee with his or her organizational members	Chow and Chan, (2008)
<b>Social trust</b>	The degree of an employee's willingness to be vulnerable to the actions of other members of the organization	Chow and Chan, (2008)
<b>Social goals</b>	The degree to which an employee shares collective goals, missions, and visions with the other members of the organization	Chow and Chan, (2008)
<b>ORGANIZATIONAL CLIMATE</b>		
<b>Fairness</b>	The perception that organizational practices are equitable and non-arbitrary or capricious	Koys and Decotiis, (1991)

<b>Constructs / Indicators</b>	<b>Definitions</b>	<b>Key references</b>
<b>Affiliation</b>	The perception of togetherness	Farver, Kim and Lee (1995); Koys and Decotiis, (1991)
<b>Innovativeness</b>	The perception that change and creativity are encouraged, including risk-taking in new areas where one has little or no prior experience	Farver, Kim and Lee, (1995); Koys and Decotiis, (1991)
<b>Intra-organizational competitiveness</b>	Competition within an organization	Fred and Blake (1992)
<b>Employee attitudes towards knowledge sharing</b>	The degree of one's positive feelings about sharing one's knowledge	Bock et al., (2005)
<b>Organizational identification</b>	The perception of oneness with or belongingness to an organization	Mael and Ashforth (1992)
<b>Tacit knowledge sharing intentions</b>	The degree to which an employee intends to engage in tacit knowledge sharing behaviour	Bock et al., (2005)
<b>Explicit knowledge sharing intentions</b>	The degree to which an employee intends to engage in explicit knowledge sharing behaviour	Bock et al., (2005)

*Source: Researcher original construction based on literature*

### **4.3 Research Hypotheses**

The conceptual framework (Figure 3.1) elaborates the nature of employee behaviour in of the context of their KSIs in FBs. Figure 3.1 confirms that employee's KSIs are of two different kinds--tacit and explicit—and that KS is a function of the internal business environment of FBs. Accordingly, considering the nature of relationships displayed in the conceptual framework, the following hypotheses are developed to test in the analysis of this study.

#### **4.3.1 Employee's Tacit and Explicit Knowledge Sharing**

The Rational Action Theory is used as a theoretical framework for most research in economics, sociology, and political science. As far as the individual rational choice is concerned, the theory posits that one's behaviour is based on his/her assessment of the costs and benefits of the action in question. Accordingly, an individual employee of a firm would engage in KS when the benefits of that action outweigh its associated costs. As far as KS is concerned, generally, the cost of explicit knowledge sharing is less than that of tacit knowledge sharing, as explicit knowledge is bounded by less human effort and affiliation (Von Hippel, 1994). Tacit knowledge by its nature requires more human effort for sharing, as this knowledge remains only in one's mind. In general, if an employee is willing to share his/her tacit knowledge "how to do" with others, there is no reason for him/her to be reluctant to share his/her explicit knowledge, which is available in the form of documents. For example, when a senior lecturer with advanced skills in teaching is willing to share his/her knowledge about teaching with his/her junior colleagues would share teaching strategies, class control tips, and time management tips than the subject matter, which can be found in readily available sources like books and documents. This is confirmed by Dhanaraj et al. (2004) examining the influence of tacit KSIs on explicit KSIs. According to Reychav and Weisberg (2009), employees are of the view that only tacit knowledge offers one competitive advantage over his/her colleagues in a firm. This opinion implies that tacit KSIs are the most valuable intangible resource, which can influence his/her explicit KSIs. In the context of this argument, the researcher proposes the following hypothesis:

**H 1:** Tacit KSIs of employees of FBs are positively associated to their explicit KSIs.

### **4.3.2 Individual Motivation and Tacit and Explicit Knowledge Sharing**

Existing literature on KM is clear on the motives in favour and against KS at the level of the individual in the context of business organizations (Foss, Husted, and Michailova, 2010). Most of these motives are associated with the incentives, and rewards or recognition of individuals who participate in KS activities in the firm. The same is true about FBs as well.

FBs are generally characterized by strong personal and familial relationships among the family and non-family employees. Withholding knowledge either intentionally or unintentionally by family or non-family members in FBs may not be commonly experienced in FBs due to the close relations among each other. The existing literature has mostly focused on individual employees, as they play a critical role in KS, and also as knowledge resides in the minds of the individual employees. The existing literature has also discussed how extrinsic and intrinsic motivation result in making individual employees generates and transfer tacit and explicit knowledge (Bock et al, 2005). In this sense, rewards from the organization, opportunities for new relationships, and an enhanced sense of self-worth have been recognized as indicators of and individual's extrinsic and intrinsic motivations of KSI of the employees.

The economic benefits, which employees receive from the organization in return to their action, like KS, constitute extrinsic rewards (Hau et al, 2013). Economic rewards come with employees in the form of bonuses, promotions, and salary increments. According to the Rational Action Theory, KS takes place when employees perceive that the benefits that they receive from the firm outweigh the effort that they put in for KS (Bock et al, 2005). Existing literature shows that employees are more inclined to share their knowledge if they get monetary rewards in return to KS (Trusson et al, 2014). Wang et al., (2014) posits that the adoption of management practices and reward systems in the firm results in motivating individual employees to share their knowledge explicitly. Supporting this argument, Lin and Lo (2015) conclude that reward systems in firms have a positive and direct influence on the individual KSI of the employees. At the same time, Trusson et al., (2014) argues that individual employees are willing to codify and share their experientially acquired knowledge if such action is recognized and rewarded by the management.

Similarly, expectations with regard to new relationships also motivate an employee to share his/her knowledge with the others. Sometimes, forming new relationships while maintaining existing ones is the primary target of one's KS activities. According to Chen and Hung (2010), the current knowledge sharing practices of the employees strengthen the future relationships among them as colleagues. Further, Lin (2007) argues that reciprocal knowledge exchange among individuals influence the tacit and explicit KSIs.

At the same time, one's assessment of the value of oneself in making an organization function smoothly also has an impact on his/her KSIs (Bock et al, 2005). When employees feel competent to assist others with the knowledge that they already have, they tend to share their knowledge with the others (Bock et al, 2005). When the situation is such, of the sense of self-worth that one has directs him/her to share his/her tacit and explicit knowledge with the others. In the context of this argument, the following hypothesis could be proposed:

**H 2:** Employees' organizational rewards, anticipated relationships and sense of self-worth in FBs are positively associated with their tacit and explicit KSIs.

This hypothesis (H 2) is tested through the following two sub-hypotheses:

*H 2.1: Employees' organizational rewards, anticipated relationships and sense of self-worth in FBs are positively associated with their tacit KSIs.*

*H 2.2: Employees' organizational rewards, anticipated relationships and sense of self-worth in FBs are positively associated with their explicit KSIs.*

### **4.3.3 Social Capital and Tacit and Explicit Knowledge Sharing**

The Social Capital Theory posits that the "social capital" of a firm is significantly influenced by the employees' KSIs (Nahapiet and Ghoshal, 1998). This happens because when the social interactions are close and friendly, employees become individually attached to the society that they are part of, and this results in them sharing broad and in-depth knowledge with the others. The Social Cognitive Theory introduces a different angle to the KS behavior of the

employees. According to that theory, individual behaviour is totally a function of self-motivation and self-cognition (Lin and Huang, 2008). Further, Bandura (1986) argues that individual behaviour depends mostly on the social environment and self-efficacy. When employees of a network exhibit a high level of self-motivation and cognition about their use of knowledge, they make an effort to achieving individual objectives through sharing, learning, and utilizing knowledge (Zimmermann and Ravishankar, 2014). The present study engages with three dimensions of social capital, namely structural, relational, and cognitive, and these dimensions have an impact on an employee's KSIs. Following Wei et al. (2011), these dimensions of social capital are identified as social ties, social trust, and social goals respectively.

Several previous studies have recognized social capital as a significant factor, which could influence an employee's KSIs (Inkpen and Tsang, 2005; Wei et al, 2011). Social trust and goals motivate an employee to share his/her knowledge with others. More importantly, trust as something that brings individuals together with a strong sense of attachment has particularly been identified in relation to FBs (Chua, Chrisman, and Bergiel, 2009). The familial relations and long history of business existence enhance the social goals within the business thus leading to enhanced sharing of knowledge (Zahra et al, 2007). Further, familial social capital, which accumulate over the years, has created reciprocal interdependencies, thus promoting KS among employees, family members, and successors (Arregle et al, 2007). As far as virtual communities are concerned, Chiu, Hau, and Wang (2006) show that social capital has a positive impact on KS. In the same way, social networks and shared goals of employees working in firms have shown a positive influence on the employees' attitude towards sharing their knowledge with the others (Chow and Chan, 2008). Yang and Farn (2009) also identify social capital as an effective motive for sharing tacit and explicit knowledge by employees. Social interactions have also been recognized as a key source of tacit and explicit KSIs (Nonaka, 1994). Further, KS, which is a fundamental requirement for knowledge creation and conversion in business firms, is recognized as a tool of making extensive social and individual interactions among employees (Nonaka and Takeuchi, 1995; Nonaka, Toyama, and Konno, 2000). Accordingly, it could be argued that social capital has a positive influence on an employee' tacit and explicit KS in FBs:

**H 3:** The social tie, social trust and social goals of the employees working in FBs are positively associated with the employees' tacit and explicit KSIs.

This hypothesis (H 3) is tested through the following two sub-hypotheses:

**H 3.1:** *The social tie, social trust and social goals of the employees in FBs are positively associated with the employees' tacit KSIs.*

**H 3.2:** *The social tie, social trust and social goals the employees in FBs are positively associated with the employees' explicit KSIs.*

Further, according to the Theory of Planned Behavior, the attitudes of the employees play a critical role in shaping their behavioral intentions in the context of FBs, as explained in Chapter 2 of this study. Previous studies confirm that the social capital of an organization has a significant influence on the attitudinal behavior of the employees (Wei et al, 2011). Bock et al., (2005) also recognize the positive influence of the attitudes of individual employees on their tacit and explicit KSIs. Further, Suh (2016) argues that the SC of the employees has a direct impact on their attitudes, as networking makes an indirect influence. Considering these arguments, the following hypothesis could be proposed:

**H 4:** The employees' attitudes towards KS mediate the relationship between the social capital and tacit & explicit KSIs of the employees in FBs.

This hypothesis (H 4) is tested though the following two sub-hypotheses:

**H 4.1:** *The employees' attitudes towards KS mediate the relationship between the social capital and the employees' tacit KSIs in FBs.*

**H 4.2:** *The employees' attitudes towards KS mediate the relationship between the social capital and the employees' explicit KSIs in FBs.*

#### **4.3.4 Organizational Climate and Tacit and Explicit Knowledge Sharing**

The organizational climate has been recognized as a critical influencing factor of the employee's KSIs (Huber, 2001). Fairness, affiliation, innovativeness, and intra-organizational competition are recognized as the main components of organizational climate of a firm (Bock et al, 2005). However, the



organizational climates of FBs are recognized differently from those of non-FBs, as nepotism is a common feature of FBs, as explained in Chapter 02. In the context of what has been discussed in Chapter 2, it could be theorized that the organizational climate of an FB has an impact on an individual's knowledge sharing intentions. Yi (2009) points out those procedural and distributive organizational climates motivate employees to share their tacit knowledge. Similarly, encouragement and risk tolerance on the part of the management of a firm stimulates KS of the employees (Lopez et al, 2004). Chen et al. (2010) whose study is in line with the model provided by Bock et al (2005) recognizes innovative and supportive organizational climates as efficient predictors of KSIs in organizations. The organizational climate of FBs holds unique characteristics in the area of KS compared to their counterparts. Notwithstanding the rivalries, jealousies, and exclusion of non-family members from the management of FBs, it has been observed that the employees' trust, attachment, engagement, affiliation, innovativeness, and commitment function as antecedents of tacit and explicit KSIs (Jaskiewicz et al, 2013). This leads to the next hypothesis of this study:

**H 5:** The fairness, affiliation, innovativeness and intra-organizational competitiveness of FBs are positively associated with the employees' tacit and explicit KSIs.

This hypothesis (H 5) is tested through the following two sub-hypotheses:

*H 5.1: The fairness, affiliation, innovativeness and intra-organizational competitiveness of FBs are positively associated with the employees' tacit KSIs.*

*H 5.2: The fairness, affiliation, innovativeness and intra-organizational competitiveness of FBs are positively associated with the employees' explicit KSIs.*

A couple of earlier studies have conceptualized organizational identification as an antecedent of knowledge sharing (Zhu, 2016). However, according to Dyer (1988), the organizational climate of FBs creates a strong sense of organizational identification among the employees, due to familial and cultural relations. Further, that study shows the unique organizational culture of

FBs, which develops over the years, sustain in organizational identification. Zhu (2016) argues that if the sense of organizational identification is strong, the employees may share their knowledge irrespective of the costs associated with such sharing. Such a setting renders the need to reward knowledge sharing initiatives irrelevant. Chirico and Salvato (2008) also conclude that organizational identification is both relevant and influential as far as knowledge sharing by individuals in FBs is concerned. In the light of these research findings, the following hypothesis could be proposed:

**H 6:** One's sense of organizational identification mediates the relationship between the organizational climate and tacit & explicit KSIs of the employees in FBs.

This hypothesis (H 6) is tested through the following two sub-hypotheses:

*H 6.1: One's sense of organizational identification mediates the relationship between the social capital and the employees' tacit KSIs in FBs.*

*H 6.2: One's sense of organizational identification mediates the relationship between the social capital and the employees' explicit KSIs in FBs.*

## **Summary**

The goal of this Chapter was to develop the concept model and hypotheses for the study. Firstly, the concept model was developed in relation to the theoretical and empirical findings presented in the previous Chapter. Three predictor variables, two outcome variables, and two intervening variables defined the conceptual framework of the study. Then, the operationalization of the variable was discussed in brief. Subsequently, six hypotheses were developed on the basis of the argument developed in the Literature Review (Chapter 02) of the study. The first hypothesis is about the relationship among the outcome variables. The next three hypotheses show the direct relationship between the predictor and outcome variables. The rest of the hypotheses are about the interconnected nature of the relationship between the predictor and outcome variables.

## **5. METHODOLOGY**

This Chapter presents the research design of the study. The Chapter begins with a discussion of the research paradigm, the ontological, epistemological, and methodological assumptions of the study, and the rationale of the selected research paradigm and approach of the study. This section is followed by a discussion of the data, the sample, and the data analysis methods adopted in the qualitative and quantitative phases of the study. The Chapter concludes with a discussion of the quality of the study and the reflexivity of the study.

### **5.1 Research Design**

This study takes the form of post-positivistic research, which believes in critical objective realities. Taking into account the possibility of the reality being inhibited due to deficiencies in recognizing the nature of human behaviour, both qualitative and quantitative methodologies were used. The epistemological stance for this research is modified/dualist, taking into consideration the fact that total independence or detachment of researcher from the study is not possible. Yet, objectivity is treated as the target goal of the study, and external verification would encourage objectivity. Within this post-positivistic paradigm, the quantitative research methodology and deductive research approach are mainly used for this study. The researcher's choice of methodology is mixed methods (Tashakkori and Cresswell, 2007) with more emphasis placed on questionnaire surveys as well as in-depth interviews. According to Tashakkori and Cresswell (2007, p 4), mixed methods research is recognized as "the researcher collects and analyses data, integrates the findings and makes conclusions using both qualitative and quantitative methods in a single study". This study also accesses cross sectional, primary data both quantitatively and qualitatively. This combination allowed me to make the research primarily exploratory, with an opportunity for me to engage with the content and context of the phenomena under investigation in a substantial manner. However, adaptation of features of explanatory design assisted finally, to develop the design the research as "combined design" (Cresswell, 2003).

The current study consists of two phases: qualitative phase (Phase 1) and quantitative phase (Phase 2). These two phases aim at testing the influence of the internal business environment on the employees' KSIs in FBs. While Phase 1 pursues the first and second objectives of the study, Phase 2 pursues the other five objectives. The two objectives, which are explored through the qualitative approach, aim at understanding the content and context of the KSIs of the employees working in FBs. This complementary use of the two methods was designed on the basis of the idea of 'sequential explanatory' mixed methods design strategies (Creswell 2003, p. 211). According to Creswell (2003), sequential mixed methods design is characterized by the collection and analysis of qualitative data at the beginning. This stage, mostly took the form of case study research in the qualitative approach. Then, based on the emerging themes of the qualitative analysis, the collection and analysis of quantitative data was performed. In this stage, the study took the form of descriptive or exploratory research. Under this strategy, the qualitative analysis basically supplemented the quantitative analysis.

Further, the mixture of these two methods affords dual benefits for the study. The understanding derived from the initial qualitative analysis of the concepts in question facilitates the designing of the quantitative phase of the study. In addition, contextual understanding of the field of study with strong establishments of relationships would uncover a rational conceptual model which can enhance the credibility of the study findings (Harrison, 2013). However, most KS studies of FBs are based on quantitative methodology. (See for example Chirico [2008]; Chirico and Salvato [2008]; Giovannoni et al [2011]; Hatak and Roessl [2015]). Nevertheless, this approach of research about KS in FBs was taken by researchers because of self-serving-bias and social desirability. In contrast, the qualitative approach could result in limiting the transparency, generalizability, and confirmability (Chenail, 2009, Dyer, 1988). Taking this situation into consideration, Zwack et al (2016) recommends a methodological approach characterized by a combination of the qualitative and quantitative methodology to explore the phenomena related to FBs. In keeping with the standard methodological practices in the field, the case-study approach (Robson, 1993; Yin, 2003) was selected for the qualitative inquiry, while the

survey method (Saunders et al, 2015) was selected for the quantitative inquiry of the study.

## **5.2 Data and Data Collection Methods**

The current study used both primary and secondary data. As part of Phase 1 of the study, twelve (12) in-depth interviews were conducted based on an interview-guide with ten (10) respondents from the field of FBs in Sri Lanka. Most of the interviews took place in their respective business premises and lasted 30-60 minutes. A second round of interviews was held with two respondents (employees) further details. Five interviews took place in the local language (Sinhalese) and were then translated into English by the researcher. All the other interviews happened in the English language. The two interview guides (refer Annexures) were used for the interviews with the employees and the owners. The interviews conducted with the respondents mainly consisted of open ended, semi-structured questions, which engaged with the history and development of the business/persons, the role of 'knowledge' in the business, different types of knowledge, KS among employees, the motives behind KS, business benefits and drawbacks of KS, the promotion of KS among the employees, and their experience with any critical incidents of KS in the firm.

The primary data collection for Phase 2 of the study was carried out using a survey that involved the employees working in enterprising FBs in Sri Lanka. A structured, self-administered questionnaire (Tull and Hawkins, 2005) consisting of a seven-point Likert scale (Sekaran, 2009) was used for this purpose. The questionnaire comprised two parts. Part I explored the socio-demographic and basic occupational information about the employees, while Part II consisted of items (measurements) of indicators of key dimensions of the study. Questions on the employees' socio-demographic characteristics were taken by questions in the scale of ordinal or nominal. The questionnaire (refer Annexures) was initially prepared in English and then translated into Sinhalese using the back-to-back translation method (Mohatlane, 2014).

It is important to ensure that the items on the questionnaire aimed at measuring the constructs in question have been validated by previous research.

Accordingly, the constructs relevant to the present study and their measurements are given in Table 5.1.

Table 5.1: Measurements in the Questionnaire

Constructs	Measurements
<b>Individual motivation</b>	
<b>Organizational rewards</b>	<ol style="list-style-type: none"> <li>1. I receive monetary rewards in return for sharing my knowledge.</li> <li>2. I receive additional points for promotion in return for sharing my knowledge.</li> </ol>
<b>Anticipated employee relationships</b>	<ol style="list-style-type: none"> <li>1. Sharing my knowledge would strengthen the ties between the existing co-workers and myself.</li> <li>2. Sharing my knowledge would get me well-acquainted with new members in the organization.</li> <li>3. Sharing my knowledge would expand the scope of my association with co-workers.</li> <li>4. Sharing my knowledge would draw smooth cooperation from outstanding co-workers in the future.</li> <li>5. Sharing my knowledge would create strong relationships with co-workers who have common interests.</li> </ol>
<b>Sense of self-worth</b>	<ol style="list-style-type: none"> <li>1. Sharing my knowledge would help co-workers to solve problems.</li> <li>2. Sharing my knowledge would create new business opportunities for the organization.</li> <li>3. Sharing my knowledge would improve work processes in the organization.</li> <li>4. Sharing my knowledge would increase productivity in the organization.</li> <li>5. Sharing my knowledge would help the organization achieve its performance objectives.</li> </ol>
<b>Social capital</b>	
<b>Social tie</b>	<ol style="list-style-type: none"> <li>1. I have a very good relationship with co-workers.</li> <li>2. I am very close to the members of my organization.</li> <li>3. I always hold lengthy discussions with co-workers</li> </ol>
<b>Social trust</b>	<ol style="list-style-type: none"> <li>1. I know my co-workers will always try and help me out if I get into difficulties.</li> <li>2. I can always trust my co-workers to lend me a hand if I need it.</li> <li>3. I can always rely on my co-workers to make my job</li> </ol>

Constructs	Measurements
	easier.
<b>Social goals</b>	<ol style="list-style-type: none"> <li>1. My co-workers and I always agree on what is important at work.</li> <li>2. My co-workers and I always share the same ambitions and vision at work.</li> <li>3. My co-workers and I are always enthusiastic about pursuing the collective goals and missions of the whole organization.</li> </ol>
<b>Organizational climate</b>	
<b>Fairness</b>	<ol style="list-style-type: none"> <li>1. I can trust my boss's evaluation to be good.</li> <li>2. Objectives which are given to me are reasonable.</li> <li>3. My boss doesn't show favouritism to anyone.</li> </ol>
<b>Affiliation</b>	<ol style="list-style-type: none"> <li>1. Members in my department to keep close ties with each other.</li> <li>2. Members in my department consider other members' standpoint highly.</li> <li>3. Members in my department have a strong feeling of 'one team'.</li> <li>4. Members in my department cooperate well with each other.</li> </ol>
<b>Innovativeness</b>	<ol style="list-style-type: none"> <li>1. My department encourages suggesting ideas for new opportunities.</li> <li>2. My department puts much value on taking risks, even if that turns out to be a failure.</li> <li>3. My department encourages finding new methods to perform a task.</li> </ol>
<b>Intra-organizational competitiveness</b>	<ol style="list-style-type: none"> <li>1. People at my firm felt left out unless they competed with each other.</li> <li>2. The competition at my firm was intense.</li> <li>3. Fellow employees at my firm did not compete with each other. (R)</li> <li>4. The system at my firm made people try to be better than everyone else.</li> <li>5. Employees at my firm found it painful when others were getting ahead.</li> <li>6. Employees at my firm would try to find out how their peers were being evaluated.</li> <li>7. The instructors at my firm did not foster competition between the employees. (R)</li> </ol>

Constructs	Measurements
	8. Employees at my firm tried to out-do each other to impress their instructors.
<b>Employee attitudes towards knowledge sharing</b>	<ol style="list-style-type: none"> <li>1. Sharing my knowledge with co-workers is good.</li> <li>2. Sharing my knowledge with co-workers is harmful. ( R )</li> <li>3. Sharing my knowledge with co-workers is an enjoyable experience.</li> <li>4. Sharing my knowledge with co-workers is valuable to me.</li> <li>5. Sharing my knowledge with co-workers is a wise move.</li> </ol>
<b>Organizational identification</b>	<ol style="list-style-type: none"> <li>1. When someone criticizes your firm, it feels like a personal insult.</li> <li>2. I am very interested in what others think about my firm.</li> <li>3. When I talk about my firm, I usually say “we” rather than “they”.</li> <li>4. This firm’s successes are my successes.</li> <li>5. When someone praises this firm, it feels like a personal compliment.</li> <li>6. If a story in the media criticized this firm, I would be embarrassed.</li> </ol>
<b>Tacit knowledge sharing intentions</b>	<ol style="list-style-type: none"> <li>1. I intend to share my experience or knowledge on how to perform the work with co-workers more frequently in the future.</li> <li>2. I always provide my knowledge on where or know-whom at the request of co-workers.</li> <li>3. I try to share expertise that I have gained from my education or training with co-workers in a more effective way.</li> </ol>
<b>Explicit knowledge sharing intentions</b>	<ol style="list-style-type: none"> <li>1. I share my work reports and official documents with members of my organization more frequently in the future.</li> <li>2. I always provide my manuals, methodologies, and models for members of my organization.</li> </ol>

*Source: Researcher original construction based on validated measurement by others*



The items of measures for variables/constructs (03 predictor, 02 outcome, and 02 intervening variables) were considered for scale reliability. The internal consistency of a set of items was given by Cronbach's alpha. Table 5.2 provides values for each indicator. The questionnaire contained 55 items.

Table 5.2: Reliability of Scales

<b>Indictors</b>	<b>Items</b>	<b>Cronbach's alpha</b>
Organizational Rewards	2	0.637
Anticipated employee relationships	5	0.781
Sense of self-worth	5	0.736
Social tie	3	0.763
Social trust	3	0.793
Social goals	3	0.911
Fairness	3	0.898
Affiliation	4	0.839
Innovativeness	3	0.761
Intra-organizational competitiveness	8	0.892
Employee attitudes towards knowledge sharing	5	0.842
Organizational identification	6	0.880
Tacit knowledge sharing intentions	3	0.763
Explicit knowledge sharing intentions	2	0.813

Source: Analysis of the survey results, 2018

Secondary data for both qualitative and quantitative analyses were gathered from secondary sources, such as the annual reports of the FBs, the minutes of the meetings, and any other documents made available by the FB. Accessing documents from several FBs was not possible due to certain technical reasons.

### **5.3 Sample and Sampling Methods**

The sample framework of the study is skilled worker intensive manufacturing FBs in Sri Lanka. However, it was a challenging task to find a list of FBs in Sri Lanka, as no public or private organization maintains such a database. Following several requests from the researcher, the Chamber of Commerce of Sri Lanka (CCSL) made a list of FBs available to the researcher. Then, selection of the sample for Phases 1 and 2 of the study was carried out based on that list.

The ten respondents for the qualitative section of the study (Phase 1) were selected using the purposive sampling technique. The purpose of the study, the profile of the employees, and the opinions and recommendations of certain others were considered in making this selection. The sample of ten respondents consisted of five senior employees who were working in FBs for more than twelve years, three family business owners, and two managers of FBs. These respondents were from different FBs. All these respondents, except for the owners, also became part of the quantitative survey.

As far as the quantitative section (Phase 2) of the study is concerned, the selection of respondents was done in two steps (Saunders et al, 2015). The first step was to select a sample of twenty (20) enterprising FBs, oriented towards skills-based manufacturing industries (population). These FBs were from twelve (12) different industries. The researcher applied the stratified random sampling technique, where the firms were divided into different strata and a sample was selected representing the different strata randomly. The identification of the strata was done on the basis of the FBs' specialization (products, process) and geographic area. The FB's were selected representing five (05) provinces, namely Western, Southern, Central, North-Western and Sabaragamuwa, out of the nine (09) provinces of Sri Lanka. The number of firms to be included in the sample for each province was determined in proportion of the total number of

FBs available in that province. The second step of sampling involved selecting respondents from individual business entities. The FBs which were included in the first step of the sampling process were considered for the second step as well. Again, the stratified random sampling technique was employed in selecting around 20 respondents from a FB. Stratified random sampling was used to make sure that the sample covers an adequate number of employees from the members/relatives of the owning family, different job categories, different job orientations etc. The sample size recommended for research in management is of 95 percent confidence level and a 5 percent margin of error (Saunders et al, 2015). Accordingly, using the Cochran's formula was used to select the sample from the population. The formula views that if the population is above 1 million sample units and the population is unknown the appropriate sample size is 384 respondents. Cochran's formula arrives at this figure as below:

$$n = \frac{t^2 \times p(1-p)}{m^2}$$

where, n = required sample size

- t = confidence level at 95% (standard value of 1.96)
- p = percentage of probability of selecting a respondent (if 50% of population is unknown, infinite or more than 1 million)
- m = margin error at + 5% for a two tailed test (standard value of 0.05)

This research includes three hundred-and-ninety (390) well experienced employees (more than one year of experience in the job) as respondents. The selection of about 20 respondents from each 20 FBs using the stratified random sampling technique resulted the total sample of this study (20 employees \* 20 firms on average).

## **5.4 Data Analysis Methods**

The data analysis for the qualitative part of the study was performed using an inductive approach (Kailasapathy and Metz, 2012). All the responses in the interview were recorded, transcribed, coded, and categorized along with accompanying extralinguistic gestures. The main themes and sub-themes were recognized manually using diverse codes. Thematic analysis (Braun and Clarke, 2006) influenced by grounded theory was carried out to process interview data to reach the objectives of the study. Thematic analysis began with the transcripts

or recordings of the interviews. The researcher had to go through the transcripts repeatedly to explore coded extracts to produce the data set according to the requirement (Braun and Clarke, 2006), as thematic analysis is based on grounded theory. At the end of the reading process of coded extracts, the reporting of the emerging pattern of themes from interview data took place. Themes are defined by Ryan and Bernard (2000) as constructs or abstracts, which the researcher can recommend based on the analysis.

In this process, the researcher's use of themes of interview data made the analysis more rigorous. Further, transcripts could be compared to arrive at new themes and categories, which enables one to recognize recurrent patterns (Braun and Clarke, 2006). The second round of the analysis focused on combining the new and emergent themes together. At each round of analysis, the responses, which supported the main theme and sub-themes were taken into consideration in reaching a conclusion. In the meantime, the reliability and validity of the qualitative data were maintained practicing accepted practices of research methodology (Saunders et al, 2015) in the process of data collection and processing.

The tabulation of quantitative data took place parallel to the distribution and collection of the questionnaire. The responses to the questions were tabulated according to the sequence number given in the questionnaire. After the tabulation of all the questionnaires, the initial editing of the tabulation sheet took place to find the errors and missing data. The normality of each variable (independent, dependent, and intervening) was tested using statistical tests/techniques in statistics. The identification of the direct and mediation effects between the independent and dependent variables enhanced the credibility of the analysis (Saunders et al, 2015). Both parametric and nonparametric tests were used to test the hypotheses. In addition to descriptive statistics, the main statistical tool/model of hypotheses testing used was multivariate multiple regression analysis. Hierarchical regression analysis was also used to test the hypotheses related to the intervening effects on the direct relationship between the predictor and outcome variables. These models provided adequate evidence to identify individual employee's KS practices. All the analyses and tests were done using the SPSS software.

The identification of the unit of analysis is also important to maintain the focus throughout the research and avoid deviations, which could lead to the collection and analysis of unnecessary data (Saunders et al, 2015). The unit of analysis could be an individual, event, entity, decision, program, implementation process, or organizational change (Yin, 2003). This research used a single respondent of a FB as a unit of analysis for both qualitative and quantitative Phases of the study. Accordingly, the conclusions of the analysis were drawn referring to individual unit (qualitative phase referred as cases) of the study.

## **5.5 Quality of the Research**

### **5.5.1 Validity**

The study must be well constructed to ensure construct validity, internal validity (credibility), external validity (transferability), and reliability. To pass these tests of validity and reliability, explicit attention needs to be paid to the design of the research study and the processes used in the collection and analysis of data and the reporting of the findings (Herling et al., 2000).

Validity generally refers to the measurement criteria for assessing the value of the outcome of the model of the study (Saunders et al, 2015). If the measurements of the indicators measure what they intended to measure, such measurements are recognized as validated. All quantitative measurements of this study are validated by previous researchers. The researcher of this study slightly upgraded/updated and adapted these measurements without making major changes. In this upgrading process, steps were taken to keep the rigour of the constructs and the internal and external validity of all the measurements in line with the cultural and societal requirements.

As far as the qualitative phase of this study is concerned, the use of multiple data sources as primary and secondary sources, the step-by-step collection of data with multiple rounds of interviews, and the diversity with regard to organizational and positional power of the respondents have resulted in enhancing the validity of the study. However, construct validity requires the selection of appropriate tools, techniques, and methods for the phenomenon being studied (Saunders et al, 2015). Accordingly, the use of multiple qualitative case studies (employees) from diverse FBs fulfills the requirement of enhancing the overall transferability of the study. The internal validity of a qualitative

research study requires triangulation of various pieces of data, information, and evidence. The credibility of this study is maintained through adherence to the guidelines provided by Yin (2003). According to Yin (2003), triangulation of evidence from various sources, like the interviews and secondary documents, matching the patterns of themes among and within cases, and member checks can enhance the credibility of the study. Moreover, he recommended the researchers to find the informant's views of the credibility of the findings and interpretations as the last stage of a study. External validity or transferability denotes the generalizability of the findings beyond the confines of that study. As additional samples and observations can enhance the external validity of the findings of a given study, Yin (2003) concludes that multiple case design can enhance the transferability of study findings. Accordingly, this study used multiple respondents as cases, ensuring rich, detailed descriptions of individuals, and study settings.

### **5.5.2 Reliability**

Reliability in the context of this type of research signifies the consistency of the process adopted in the study and the considerable stability of the study over time and across researchers and methods (Miles & Huberman, 1994). The idea of reliability emphasizes the need to reduce errors and biases in the study (Saunders et al, 2015). In order to maintain the reliability of the study, the consistency of the multi-point scale of measurements was tested using Cronbach's alpha. As shown in Table 5.2, all the 55 items are in the acceptable range of Cronbach's alpha values. In order to maintain the reliability within the qualitative phase of this study, the researcher analysed the interview data over and over again with a view to identifying the KS practices of the employees in FBs. This strategy was confirmed by Yin (2003) pointing to the fact that replicating the results of one study by undertaking another study is not meant to maintain reliability in qualitative research.

## **5.6 Dealing with Ethical Issues**

The ethical implications of a study, specifically a qualitative inquiry, constitute an important factor that needs to be taken into consideration in order to ensure the protection of the rights and well-being of the respondents.

Obtaining informed consent from the participants is a requirement of paramount importance for those studies that involve human subjects (Saunders et al, 2015). In keeping with this requirement, the researcher of this study followed standard practices in terms of ethical consideration. A brief description of the study with an account of the procedures to be followed was given to the FBs and respondents selected for interviews, at the beginning. In addition, the identification information of the researcher, an assurance that participation is voluntary and that the respondent has the right to withdraw his/her participation at any time without a penalty, an assurance of confidentiality, and a statement of the benefits and risks associated with his/her participation in the study were made available to the respondents. Further, it is important to acknowledge the personal involvement of the researcher in case study research data collection. The firms do not enforce rules regarding the nature of the researcher's personal involvement of or requirements with regard to disclosures. If self-disclosure passes a certain point, the participants of the study and also the readers of the report would view it as a distraction, or worse, they may begin to question the researcher's qualifications and the validity of the findings of the study. Therefore, the researcher took measures to inform about the participants of his requirement, background, and experience relevant to the study that might have facilitated the collection of data and the reader's ability to better understand the findings.

## **5.7 Dealing with Reflexivity**

Reflexivity is the concept used in social science research to explore and deal with the relationship between the researcher and the object of study (Saunders et al, 2015). This is usually associated with qualitative research in which the researcher is considered an objective observer of the phenomena under investigation. However, reflexivity is described as the process of reflecting critically on the self and analysing and noting personal values that could affect data collection and interpretation (Saunders et al, 2015). Reflexivity has been widely used in relation to data collection methods for qualitative data, particularly interviews, in recognition of the potential effects of interpersonal dynamics on the research. In this section, the nature of the macro business environment, the level of the researcher's motivation, the researcher's self-

reflection, the self-appraisal of the role of the researcher, the researcher's subjectivity, experience, and perceptions have influenced the different stages of the research. The researcher's biography is discussed in detail.

This study took place during 2015-2017, a time when the macroeconomic environment in Sri Lanka was considerably stable with the restoration of peace after the conclusion of the 30 years of civil war. The country was in a position to attract investment from local and foreign communities, even though the economic condition of the entire world was not adequately stable during the last decade. However, the economic condition in the country became stable after the establishment of the new government that came to power at the beginning of 2015 (Refer Chapter 1, Section 1.6 for more details).

It is common that many business ventures in Sri Lanka are named as Companies (*saha samagama*), Sons (*puthrayo*), and Brothers (*sahodarayo*). It's the researcher's observation that most of these ventures showed success over the last couple of years. More importantly, these ventures are run by reputed families in Sri Lanka. Similarly, some of the family-oriented SMEs perform really well. Large-scale privately-held businesses such as Brandix, MAS, Munchee, Maliban, Dilmah, EAP, and Maharaja, which are FBs, dominate the business scenario in the country. Even though the scale of the businesses is different, the same results of business performance could be observed. Listed companies, such as Janashakthi, Cargills, Carsons, Vallibal, Aitken Spens, Hemas, CT Holdings, Lankem Ceylon, and Tangerine also show similar results. Yet, the most famous businesses, like Dasa Group of Companies and Deshani Dress Point, which are also recognized as FBs, have shut down completely. The researcher learnt that some of famous FBs in Sri Lanka are currently running their businesses amidst significant financial hardships. These observations and the empirical findings encouraged the researcher to investigate the situation with regard to the FBs in Sri Lanka.

As per the guidance given by the research supervisor and the directions available in empirical and theoretical study materials, the researcher tried his level best to avoid his subjectivity being a determining factor in the study. This kind of self-awareness and self-reflection helped the researcher to keep his personal feelings from interfering with the study, thus minimizing personal



influence and bias in collecting data. The process of data collection through interviews began with an account of the guidelines for the interview. The questions included in the interview guide had been tested in a pilot interview to verify the credibility of the questions. The focus of the interview was maintained by the interview guide. The sequence of the interview questions and probing questions and timing were maintained through strict adherence to the interview guide. The guide also helped the researcher to keep his personal perceptions, feelings, and subjectivity out of the interview process.

At the beginning of the study, the researcher was under the assumption that the employees of FBs are treated well, but they do not want to share knowledge with others. Further, he was of the view that the involvement of the owning family always results in creating a business environment that is conducive to KS. Sometimes, when the respondents mentioned, in the interviews, that they had not been treated in a manner that would encourage them to share their knowledge in the business and also that KS was not facilitated by the involvement of the owning family, the research ran into certain unexpected problems. On the other hand, the researcher became happy when the respondents expressed their views favouring the employee's responsibility in case of KS. Overall, it was not difficult for the researcher to bring such situations and mitigate their influence on the research findings.

There are a variety of sources that underpin the philosophical debates that are concerned with how the researcher's biography is implicated in the production of knowledge. This is also brought through the reflexivity of the research. The researcher of this study is a university lecturer by profession and has got his primary and secondary education at a popular school in Matara (in the southern part of Sri Lanka), which is famous for entrepreneurs. He earned a Bachelor of Commerce degree and a Master of Business Administration degree from reputed Universities in Sri Lanka. Following graduation, he worked as an employee in a different state and privately owned business organizations (Refer the CV of the researcher in the Annexure). Considering these facts and information, the researcher of this study ensures that his' subjectivity and biases had minimum influence on data collection and the analysis of the study.

## **Summary**

This Chapter provided a detailed description about the methodological procedure of the study. The research design is of the mixed method type, which combined both qualitative and quantitative approaches. A detailed description of the data, the sample & sampling, and the data analysis was provided in relation to both phases of the study. In addition, the approach used in developing the interview guides and the questionnaire for the surveys was also discussed. Finally, the data analysis in both the qualitative and quantitative segments of the study was justified.

## **6. DATA ANALYSIS (QUALITATIVE)**

This Chapter reports the empirical findings on the nature of the employees' KS in FBs in Sri Lanka. It presents the analysis with regard to two qualitative research objectives of the study: (1) understanding the employees' perceptions about KS and (2) exploring the employees' driving motives which could result in leveraging the intention to share or not share their tacit and explicit knowledge with fellow employees in FBs in Sri Lanka. The Chapter consists of two sections. The first section explores the employees' perceptions of KS practices of FBs in Sri Lanka based on the interview data. The second section examines the driving motives of the employees, which could lever their intention to share or not share their tacit and explicit knowledge. Each section concludes with a discussion related to the main themes of the analysis.

### **6.1 Development of Qualitative Analysis**

The review of three theories in Chapter 3 showed the direction that the analysis of the interview data should take. Two research questions; how KS is perceived by family and non-family employees and what the motives behind the employees' decisions to share or not share their tacit and explicit knowledge are led to interesting conclusions about the KS practices in FBs. As explained in Chapter 5, the data generated by the semi-structured interviews conducted with 10 cases (respondents), which included five senior employees who had been working in FBs for more than twelve years, three family business owners, and two managers of FBs, provided insights into the themes related to KS on the part of family and non-family employees. This study followed the case study method as the strategy of inquiry in the same way as practiced by Woodfield and Husted (2017) to study the employees of the family oriented firms in the wine industry.

This study used a form of thematic analysis (Braun and Clarke, 2006) inclined by grounded theory to analyse interview transcripts. The process of identifying themes and sub themes was performed manually using open and axial codes. Codes as well as memo writing directed to recognize emerging themes of research questions from the interview data. The use of open codes enabled the researcher to identify the important patterns in the data at the initial stage of the analysis. Then, the pattern of open codes facilitated for axial coding.

In this process, the researcher was keen on codes on specific events and incidents which highlighted by respondents in the case of their stories. The importance of events and incidents of the case as the initial step of building a theory is affirmed by Strauss and Corbin (1998). Such new discoveries were further supported by other similar codes, which emerged through observation materials. Finally, all the codes were grouped into categories through continuous comparisons within the interview data (Strauss and Corbin, 1998).

The development of codes of interview data was performed by the researcher systematically by following guidelines given by McCann and Clark (2003) through the theoretical lenses of three behavioural theories explained in Chapter 3. At the initial stage of data analysis, the researcher closely examined the connection between the interview data to the relevant research objectives (Strauss and Corbin, 1990) in the light of relevant theories. Based on his prior knowledge of the theories, content, and context of the research study, the researcher started to code the transcribed interview data. The data of the interview held with one of the senior employees from a FB from the manufacturing industry were selected for the first coding. After reading the transcripts of that interview a couple of times, coding was performed by highlighting important statements in each paragraph/sentence using pens of different colours. After familiarizing myself with diverse codes, as explained by Strauss and Corbin (1998), paragraphs of interview transcript were cascading down separating necessary textual data from unnecessary data making more smaller paragraph to recognize the elements. Those sections of the interview, which were identified as important and relevant to the study, were converted into codes. For example, the respondent's statements, like "I developed many employees sharing my knowledge. Some of my trainees are now in the top management of the company. I am proud about that" was coded as "self-recognition". Subsequently, this code was included in the sub-category of "sharer character". This statement implies that everyone who contributes to KS requires self-satisfaction as the primary requirement. In another instance, he mentioned, "Knowledge sharing is dependent on the characteristics of the person who receives the knowledge. If the receiver does not have such favourable character in the eyes of the person who shares the knowledge, the process would never take place". This statement was coded as "receiver" and

included in the sub-category called “recipient character”. At the final round of the coding process, both these sub-categories accumulated in a one main category called “sharer”, which is defined for the study as “unique character and attitude of sharer and recipient/s”. The coding performed in this fashion in the case of the first respondent resulted in around 43 codes and 12 sub-categories.

Based on the codes recognized in the first round of coding by Case One, all other 12 transcripts (10 respondents) were coded. This coding process resulted in the emergence of 60 diverse codes and 18 sub-categories. The last stage of identifying categories was critical, as the researcher had to put the opinions of two diverse groups of employees (family and non-family) for a given single concept into one category. The successful coding process concluded with four categories, namely sharer (the unique character and attitudes of sharer and receiver/s), company (collective efforts that target united entity based on norms, practices, systems, and procedures), knowledge (a bundle of assumptions pertinent to the development of the firm), and family involvement (the influence of the members of the owning family), which emerged in the data analysis. It should be noted that five categories and few interrelationships are recognized by Wang and Noe (2010) in a similar study. However, the content and context of their study are qualitatively different from the present study.

Further, as explained in Chapter 5, the unit of analysis of qualitative data in this study is individual cases. A single case is recognized as appropriate to make the analysis, as the recent studies of KS have used individual respondents as the unit of analysis, as shown in Table 6.1.

Table 6.1: Content, Context and Unit of Analysis of Recent Qualitative Studies on Knowledge Sharing

<b>Author/s</b>	<b>Context</b>	<b>Content</b>	<b>Unit of analysis</b>
Wang and Noe (2010)	General KS	Literature KS research	Individual
Contandriopoulos et al. (2010)	Healthcare	KS systems	Collective

<b>Author/s</b>	<b>Context</b>	<b>Content</b>	<b>Unit of analysis</b>
Meese and McMahon (2012)	Sustainable development in civil engineering	KS categories	Single case
Witherspoon et al. (2013)	Multiple disciplines	KS antecedents	Individual
Cunningham et al. (2016)	FBs	Leadership and KS	Individual
Woodfield and Husted (2017)	FBs	Inter-generational KS	Single case

*Source: Researcher construction based on literature*

## **6.2 Employee's Perception of KS**

When analysing the employees' KS practices in FBs, it is important to understand how employees perceive the idea of KS in the firm, with a focus on how such assumptions relate to the actual KS practices of those employees. Accordingly, the researcher assigned a name to all individual cases separately. The five senior employees were named Case 1, Case 2, and so forth. The two owners were named Case 6 and Case 7, and finally the three family managers were given the labels Case 8, Case 9, and Case 10. The detailing of each category ended with important findings of this study as discussed below.

### **6.2.1 Sharer**

As explained earlier, the category of 'sharer' which is defined as a unique character and attitude of the sharer and the recipient/s, emerged as one of the themes in the analysis of interview data on current KS practices of diverse employees working in FBs in Sri Lanka. Almost all respondents were of the view that the sharer's character, attitudes, opinions and behaviour are what primarily define KS. At the same time, several respondents were of the view that the receiver's character plays a role that is crucial to ensuring that the sharing process takes place smoothly. One respondent said:

*When newcomers are employed in our division, we as managers guide them and share our experience and knowledge. Yet, some of them really don't need guidance and they find their own way of doing things perfectly.*  
(Case 9)

At the same time, the employees perceive KS as a volunteer activity than an obligatory responsibility in the firm. Interestingly, most of the respondents (other than the employees of the owning family) either did not consider KS as a serious need or they have not been convinced of the requirement of KS by the firm. Yet, many employees had an idea about the importance of KS for efficient and effective job performance. However, the researcher is of the opinion that they are not totally convinced that KS helps the innovations in the firm. Similarly, the respondents take into consideration the personal characteristics of the receiver of knowledge when deciding to share their organization-related knowledge with them. It became clear that the receiver's individual characteristics, like the personality type, shape the KS process of the firm.

*I don't want to share my knowledge with employees who want to show the results to management. I feel like it's a waste of time* (Case 10).

KS may happen among the different divisions of the firm, as the members of the divisions are mostly interconnected. Nevertheless, it became clear that KS mostly takes place within divisions, departments, or sections in FBs than among departments or sections. Most respondents showed their keen enthusiasm regarding rewards as a form of recognition for their KS. Promotions, recognition, monetary rewards, and appreciation for their KS are expected by employees working in FBs.

*I can train more people if I receive at least an appreciation from the firm*  
(Case 4)

On the one hand, the employees see KS as activity way to get a return from the firm. On the other, they consider it a voluntary activity. However, these diverse perceptions have confirmed the uniqueness of the individual employees in relation to their KS behavior. Evidences from interview data were not adequate to see such difference about this ideology among family and non-family employees.

### 6.2.2 Company

The company or the firm where the employees are employed emerged as a category of data analysis. This study defines the institution as a collective effort that targets united entity based on norms, practices, systems and procedures. Yet, the term ‘company’ does not offer the same meaning what it defines in the business world. It is a ‘casual term’ used by employees of each firm to signify a business, firm or institution. The employee’s perceptions regarding KS had been largely influenced by the existing systems, procedures, norms, and culture of the institution. The prevailing systems, procedures, and practices make an impact on the employee’s perceptions about KS in the firm. While some of institutional activities facilitate KS in the firm, the others hinder it.

Both family and non-family employees viewed KS as a requirement for the effective functioning of groups and teams. When employees work on a project with tight schedules and deadlines and when the work of an individual is connected to that of the others, in order to complete the overall task effectively, every member of the team or group needs to collaborate and cooperate with the others. One of the key features of that kind of teamwork is KS. Irrespective of one’s job position, experience, and affiliation of the owning family, each member of the team needs to help the others by sharing their knowledge and experience with them.

*When we work as a team on a tight schedule, we do not have time to think about anything other than project completion. As far as my team is concerned, knowledge sharing through discussions, developing mutual understanding, unconditional support, and common sense among team members assist in such tasks (Case 8).*

The analysis further indicated that sharing experience and knowledge helps in developing common sense and work practices. All the respondents were of the view that sharing knowledge and experience among the members results in creating a ‘common working language’, which can express opinions indirectly among the members. The employees believe that the leadership of the teams and the business climate also have a role to play in shaping the KS practices. They could give direct and indirect promotion and encouragement to ensure that KS takes place among staff members. This may also cut down on the



need for formal training for employees, thereby decreasing the training cost of the firm. This is specifically important as some respondents felt that they had less opportunity to receive formal training in FBs.

*I have attended only two training programs in my twenty years of service in this company (Case 4).*

Finally, the respondents claimed that the sub-culture of the firm could generate individual's KSIs. The components of sub-culture, like the firm's practices, policies, beliefs, working patterns, would have an impact on the KS behavior of the individuals. At this point, the researcher is an opinion based on the interview data, non-family employees are more influenced on KS activities than family employees.

### **6.2.3 Knowledge**

Knowledge, which is defined as a bundle of assumptions that are relevant to the development of the firm, emerged as a theme in the interview data. The respondents seemed to be of the view that knowledge itself is a matter of sharing. According to their views, sharing knowledge and sharing skills are two different activities. 'Knowledge' cannot be considered purely as ideology, as it has different modes and manifestations. Some employees treat maintaining of the confidentiality of knowledge as a key concern to decide to share or not share knowledge. Specifically, as business strategies, some employees/owners have preserved business related knowledge over generations, keeping such knowledge in the hands of a limited number of individuals without it with the broader community of employees.

*The designing stage of a shoe is critical. Only a limited number of employees are invited to such events, and the details are distributed only among those who are invited people. We want nobody to know about the forthcoming new design (Case 7).*

The nature of knowledge is viewed by the respondents from another angle, as well. They also considered whatever that is stored in the minds or the heads of the people simply as 'knowledge'. But if knowledge is in someone's hand, in addition to mind or head, employees consider it as skill or experience. Always, employees believe that experience or skill sharing is so valued than

simple knowledge sharing. They further trust that skills are transferred only among trustworthy, loyal, and very close employees. However, the criteria for sharing skills are not static, and they are unique to individuals. According to the respondents, the sharing of skills is rare compared to the sharing of knowledge in FBs. However, most respondents were of the view that employees should acquire skills through experience, as such knowledge is unique to individuals and is not easily transferrable. Therefore, employees are in a view that the skills and attitudes have less potential for sharing than knowledge.

*How can I tell somebody how long it takes for these sweets to bake? I can only feel the time. There are specific time periods that each item takes for baking. I also got to know this by practice. (Case 1)*

The researcher is of the opinion that the employees identify the difference between knowledge and skills correctly and that their understanding reflects the understanding of the difference as explained in the existing literature. However, employee's general understanding of knowledge and skills does not show any difference between two employee groups of family and non-family. All employees were convinced that knowledge is a valuable resource to be shared with others based on their own criteria.

#### **6.2.4 Family Involvement**

Family involvement describes the influence of the members of the owning family in the managerial decision-making and operational activities in the functional areas of the business. In addition to their involvement of business operations, previous researchers have identified the influence of the owning family in the areas of governance and ownership as well (Chrisman et al., 2003). At the same time, certain studies have identified the participation of the members of the owning family as workers in non-managerial positions (Kuruppuge and Gregar, 2015). In the current study, family involvement emerged as a theme in the analysis of the data.

The researcher recognized two perspectives on the nature of KS in contexts defined by the involvement of the owning family in the business. On the one hand, the respondents see family involvement as an encouragement for KS in FBs. Almost all the respondents from the owning family categorically

mentioned that they make attempts to motivate other employees to share their knowledge. According to them, trustworthy and senior employees are aware of the business secrets and strategies to the same extent that that the owning family is aware of them. It is also a known fact that in many situations, certain senior employees dominate the business due to their skills and knowledge. There are situations where some of them are more popular than the members of the owning family. The respondents from the owning family accepted that all the members of the owning family do not attempt to promote KS and that family involvement sometimes becomes a constraint for KS as well.

*I don't think that all the family members in the business have a good knowledge about the business and that all of them try to promote KS among the employees (Case 6).*

On the other hand, the non-family respondents claimed that they perceive family involvement as a discouragement for KS. According to the non-family employees who were interviewed, certain issues that arise due to the involvement of members of the owning family in the business, like favoritism, confrontation, jealousy, disagreements, and also competition among the family members, at times, disrupt not only KS but also innovations and business development.

*Knowledge and skills of the average employees are rarely recognized by the management. But blood relatives are obviously recognized by them (Case 2).*

In addition, some of the family members are highly respected by non-family employees because of the knowledge and skill that they possess. Some of them do not have top managerial positions in the business; nevertheless, their knowledge, KS, and skills are respected by the employees. Accordingly, the study shows that the family employees and non-family employees perceive the impact of family involvement on KS differently.

In the analysis of the employee's perceptions of KS, all four themes were analyzed to provide insights into the nature of KS in FBs. The researcher recognized a certain interrelation among these themes. The sharer, the company, knowledge, and family involvement have shown the interconnection in the

context of the employees' KS practices in FBs. Interconnection among themes further confirms the larger scope employees' KS in FBs. However, individual motives and characters, institutional systems and procedures (the sub-culture), team work, the nature of relationships, and leadership (favorable to KS or not) are determining factors of the employees' KSIs. Through their mixed-methods research, Cunningham et al. (2016) identified two different leadership approaches, namely participative leadership approach and supportive leadership approach, which make KS visible in FBs. Further, as FBs are always surrounded by the members of the owning family, the congruence among the themes of KS is mostly centered on the factor of family involvement. However, determining factors of the employees' KS sometimes differ due to their relationship with the ownership. The same difference was evident in the perceptions regarding KS by the family and non-family employees.

Irrespective of their position as family or non-family employees, the respondents perceived KS as a voluntary activity than an obligation. However, KS is compulsory in teamwork. From the point of view of the employees, formal KS activities, such as training sessions and workshops are more valuable compared to informal KS in the firm. This is mainly due to the employees' perception that skills are not easy to transfer like knowledge and that knowledge can be transferred easily through formal training programmes. However, the employees are of the opinion that skills should be gained through experience in the firm. They also view the new recruits to the firm, as opposed to the senior employees of the establishment, as a group of people who need knowledge regarding the firm. Respondents believe that other employees in the firm should be treated same like how they are treated by the company in the past in case of KS. Due to this, employees' KS practices in present days in FBs reflect their past experience in the firm. Even though the existing literature highlights KS as a primary requirement for innovations and creativity, which are necessary attributes to ensure that the firm remains competitive in the market, the respondents' discussions rarely focused on the idea of innovation in the firm. This happens as KS is perceived by the employees only as a tool that makes a given job easy and not as a practice that gives rise to innovations.

Several conclusions could be derived on the basis of on the analysis of the interview data and relevant existing literature. This analysis confirmed the

findings of the preliminary study (Chapter 1, Table 1.1) as well. However, the qualitative analysis finally ended with findings of: (1) The employees' KS practices in FBs in Sri Lanka is at a moderate level. (2) KS makes the employees' work efficient and effective in the firm. (3) The employees show a tendency to share EK than TK. (4) KS takes place more within the section where the concerned employees belong than among the sections. (5) KS is appreciated by both family and non-family members of FBs in Sri Lanka.

### **6.3 Employee's Motives behind Knowledge Sharing**

The second objective of the qualitative phase of this study is to explore the driving motives of the employees that result in leveraging their intention to share or not share their tacit and explicit knowledge with their fellow employees in FBs in Sri Lanka. As explained in 6.1 of this chapter, four themes, namely sharer, institution, knowledge, and family involvement, emerged as categories of data analysis. It was observed that one's decision to share or not share his/her knowledge depends on the characteristics of the individual (sharer motivation and recipient character), interaction & networking among the employees based on features like mutual trust, togetherness and commitment, and finally the organizational sub-culture with family involvement, systems, procedures and practices. When digging further into the data, following motives and de-motives to share knowledge among employees appeared.

#### **6.3.1 Positive Motives**

##### ***Teamwork***

When analyzing the positive motives of the employees' KSIs from the interviews in a micro approach, one emerging theme is teamwork. When the employees work as a team to achieve a specific task, each member of the team tends to share his/her knowledge, experience, and opinions with his/her colleagues to get the work done productively. This could be seen particularly when the team is working with tight work schedules. At this point, personal affiliations and individual concerns are arguably kept away as the teamwork possesses the spirit of task achievement and individual appreciation.

##### ***Rewards, Appreciation, and Recognition***

The recognition of individual members by the firm for their KS practices is an important motive for the employees to continue with their KS and skill sharing activities. Forms of appreciation and rewards like salary increments and promotions emerged as sub-themes of the employee' KSIs in FBs. Accordingly, organization reaction for the employees' KS could be identified as an important motive.

### ***Supporting Leadership***

Support from the leadership of the FBs for KS activities serves as an important motive for sharing knowledge. The employees were of the view that they could offer knowledge at the acknowledgment of the management of the respective firm; immediate supervisor to the top level management. Once the management of the firm promotes KS, the employees also tend to follow the practice.

### ***Family Involvement***

Family involvement was found to have both positive and negative impact on the employees' tendency to share knowledge in FBs. At one level, the employees believe that when they work with the members of the owning family, KS activities become mostly two way communication, as the employees can learn from family members, too. The employees also believe that they may get a return for their KS activities one day, as the members of the owning family have direct communication with the top management of the firm.

## **6.3.2 Negative Motives**

### ***Nepotism***

When analyzing the negative motives for the employees' KSIs from interview data in a micro approach, one emerging theme is nepotism. This happens mainly due to the factor of family involvement. Improper human resource management practices like recruitment, promotion, and payment of wages and salaries make non-family employees demotivated to share their knowledge with the firm. In addition, conflicts and competition among the members of the owning family and internal politics based on family reveries tend to close the available avenues for KS.

### ***Employees' Turnover Intentions***

FBs are generally known to be slow in adapting to new technology and developing innovations and passive in creativity (Kuruppuge and Gregar, 2017). Yet, non-family employees generally try to succeed in their professional life within a short period of time. As a result, most employees have their alternative professional development plan, which is to turnover. When the employees feel disappointed with the firm and develop turnover intentions, KSIs of the employees naturally become negative.

### ***Job Security***

According to the views of the respondents, job security also emerged as a sub-theme of negative aspects of employees' KSIs. Jealousy among the employees also may act as a reason to limit KSIs. However, when the employees feel that their job and position are insecure due to certain reasons, they do not tend to share their knowledge with the others. Accordingly, the emergence of an environment in FBs where the employees' jobs and positions become insecure may hinder the KSIs of the non-family employees.

### ***Family Involvement***

Family involvement also emerged as a negative motive for KSIs of the employees. The unofficial dominance of the members of the owning family, the improper involvement of those members in non-business activities and the excessive utilization of resources by the members of the owning family are a couple of reasons why the employees become demotivated to share their knowledge in a situation defined by the significant involvement of the owning family.

The analysis of the motives and de-motives of the employees for KS in FBs shows that KS is a more complicated phenomenon than it appears in the literature. As the analysis indicates, some themes like family involvement act as positive as well as negative factors as far as KS is concerned. At the same times, employee's positive or negative behaviour in case of KS depends upon very tiny features like recipient's characteristics. The analysis points to several interesting conclusions. Firstly, the business context has a critical role to play in shaping the employee's KS practices in FBs. Creating a KS culture in FBs can be reached by

making the firm's policies and practices more friendly towards KS. Accordingly, the development of a familial business culture of KS through the generation of both owners and employees would be a possibility. This may be possible as many new employees of FBs are also recruited based on their relationship to existing employees of the firm (Kuruppuge and Gregar, 2017). Secondly, the themes of individual & team spirit, their demands, challenges, and visions are important for KS. As a result, interdependencies among the employees in performance in the job and outside the job and maintaining personal relationships among the employees and the owners would probably make a positive influence to KS. Thirdly, the degrees of trust and confidentiality maintained in relationships also determine the employee's KSIs in FBs. As seen in the analysis, challenges and goals that the employees encounter in their jobs, motivate them to share their knowledge.

According to the analysis of the employees' views, not only individual characters are critical, but also the organizational environment plays a key role in making KS in FBs. The individual member may be a family or non-family employee, knowledge sharer, or knowledge recipient. The organizational environment may contain with policies, practices, teamwork and work pressures. In this sense, the sharer & recipient motives for KS, perceptions regarding KS, groups, and teams of the firm, the contextual situation of the firm, and the sub-culture of the firm play a significant role in influencing the employee's KSIs. More importantly, relationships among different players like among employees and between employees and the firm emerged as a main requirement of fulfilling a KS process. In this case, the relationships among different parties such as the sharer and the recipient, the sharer and the nature of knowledge, the sharer and the firm as well as the firm and the nature of knowledge, the firm and recipient are critical in case of KS. Finally, it could be argued that the relationship between the recipient and the firm is critical for KSIs in FBs in Sri Lanka.

## **Summary**

This Chapter presented a qualitative analysis of the interview data to explore the employees' perception about KS in FBs. The analysis was carried out in accordance with the respondents' views provided in in-depth interviews. This Chapter began with a discussion of the development of the method of



qualitative analysis. Addressing the first qualitative research question, how the employees perceived KS in FBs was explored in detail, as the second major part of the Chapter. Lastly, the employees' motives and de-motives for KS were analyzed, leading to certain conclusion about the KSIs of the employees of FBs.

## **7. DATA ANALYSIS (QUANTITATIVE)**

This Chapter presents the analysis of the empirical data collected as part of the quantitative phase of the study. The Chapter begins with an overview of data collection and the characteristics of the sample. Important sample characteristics related to the hypotheses are then described briefly. Secondly, data screening was performed to clean and comply data with assumptions of statistical models. The third part presents descriptive statistics of sample data, and the subsequent section discusses the use of multivariate multiple and hierarchical regression to test hypotheses. The final part of this Chapter presents the results of the quantitative phase of the study and the development of a model for human capital of FBs.

### **7.1 Data and Data Screening**

As explained in Chapter 5, the survey of data collection involving 390 employees employed in FBs in Sri Lanka took place in 2017. The researcher carried out the survey with the assistance of a group of enumerators (university graduates). The researcher and the enumerators managed to get 413 questionnaires filled by respondents. In the later stage of data screening, 23 filled questionnaires were rejected due to insufficient and technically inaccurate information. Each completed questionnaire was carefully examined by the researcher and the enumerators before the data was entered onto the tabulation sheet, in order to ensure that all the required information was available. Even though the questionnaire was a self-administered, the researcher or an enumerator attended the interviews in person. An enumerator or the researcher had to visit certain firms multiple times to collect data as per the schedule given by each firm. Certain FBs did not allow the enumerators to enter those sections of the firm where employees were engaged in work. In such situations, an officer of the respective firm undertook to conduct the survey while the enumerators were available outside the section in case the respondents had any questions. Two FBs wanted to get the questionnaires a week before the survey. In such situations, neither the researcher nor an enumerator was in a position to be present at the firm at the time the survey was conducted. Ultimately, a total of 221 questionnaires were filled in the presence of the researcher or the

enumerators, while the remaining 169 were completed with the assistance of the officers of the respective FBs.

### 7.1.1 Data Entry, Missing Data and Outliers

Data tabulation was started soon after meeting the respondents of each firm. As explained in Chapter 5, the second phase of the study involved the researcher or the enumerators visiting 20 FBs to get 390 employees for the survey. The tabulation of data was done after each FB survey. Once the data were entered, the entries were checked by an enumerator for accuracy. Subsequently, all entries in the tabulation sheet were checked carefully by the researcher and an enumerator to find out missing values, mistakes, and inaccuracies. In this process, several minor mistakes were corrected by referring to the corresponding questionnaires. After the tabulation, frequency tables were generated using SPSS to identify any missing data. However, no missing data was reported at this stage. At the same time, no extreme outliers were reported in variables under examination. Figure 7.1 affirms the non-availability of the outlier issue in the data set.

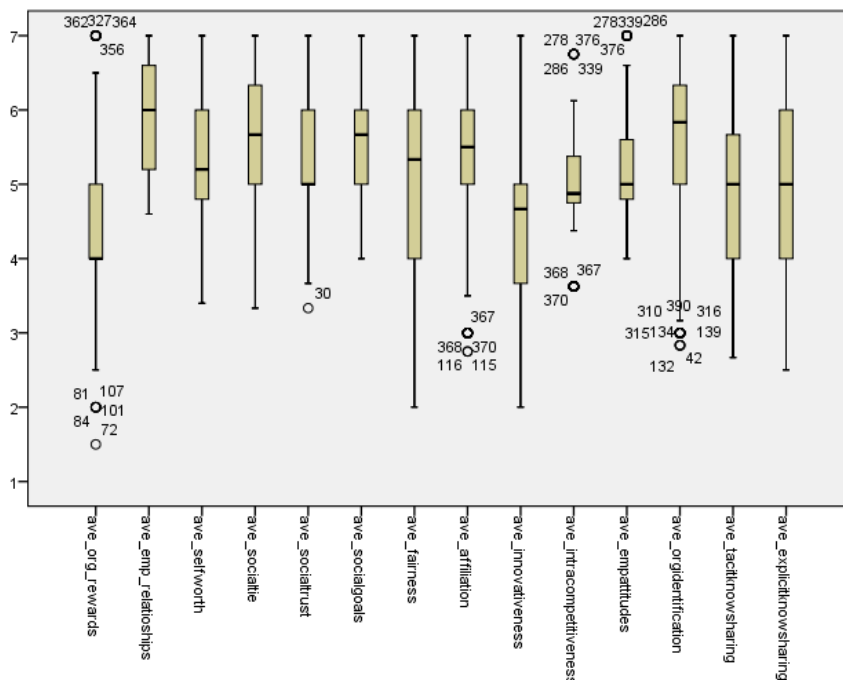


Figure 7.1: Results of Exploring Outliers of Variables

Source: Survey data, 2017

### 7.1.2 Descriptive Statistics of Variables

As discussed in Chapters 5 and 6, the conceptual model of the study contained 14 variables where 10 variables were predictors, 2 variables were intervening variables and the other 2 were outcome variables (refer Table 7.1). All variables were measured using a 7-point likert scales. Almost all variable values were reported above average (3.5). The highest value of all the variables is given by anticipated employees' relationships (5.9, SD=0.73) and the lowest is from both organizational rewards (4.41, SD = 1.01) and affiliation (5.41, SD = 1.06). Both tacit and explicit knowledge sharing intentions of the employees were reported as 4.91(SD = 1.01) and 4.90 (SD = 1.1) respectively.

Table 7.1: Descriptive Statistics of Variables

<b>Indicator</b>	<b>Mean</b>	<b>SD</b>
Organizational rewards (ORE)	4.4064	1.01446
Anticipated employee relationships (ERE)	5.8779	.73339
Sense of self-worth (SWO)	5.3385	.83491
Social tie (STIE)	5.6658	.86952
Social trust (STR)	5.3761	.85638
Social goals (SGO)	5.5897	.82748
Fairness (FAI)	4.9607	1.45803
Affiliation (AFF)	5.4064	1.05909
Innovativeness (INN)	4.4385	1.18765
Intra-organizational competitiveness (IOC)	5.0048	.67372
Employee attitudes towards knowledge sharing (EAT)	5.2677	.74691
Organizational identification (OID)	5.5538	1.08268

Tacit knowledge sharing intentions (TKSI)	4.9821	1.01459
Explicit knowledge sharing intentions (EKSI)	4.9077	1.14801

Source: Survey data, 2017

### 7.1.3 Reliability of Variables

In today's research studies, maintaining the reliability among the dimensions is crucial to obtaining valid and accurate results. One of the common reliability tests employed in this regard is Cronbach's alpha. The initial testing of each item using Cronbach's alpha indicated that some items were not in the acceptable range. In order to maintain the reliability of the dimensions, such deviant items were deleted. After deleting several items, the reliability value of the dimensions became acceptable for the study as shown in Table 7.2.

Table 7.2: Test Results of Internal Reliability of Measures

Indicator	Initial figures		Final figures	
	Items	Cronbach's alpha	Items	Cronbach's Alpha
ORE	2	0.637	2	0.637
ERE	5	0.781	4	0.835
SWO	5	0.736	4	0.799
STIE	3	0.763	2	0.784
STR	3	0.793	2	0.835
SGO	3	0.911	3	0.911
FAI	3	0.898	3	0.898
AFF	4	0.839	4	0.839

INN	3	0.761	2	0.817
IOC	8	0.892	8	0.892
EAT	5	0.842	4	0.842
OID	6	0.880	6	0.880
TKSI	3	0.763	2	0.821
EKSI	2	0.813	2	0.813

*Source: Survey data, 2017*

According to Table 7.2, the final value of Cronbach's alpha for each dimension of the study ranges from 0.637 to 0.911. Before deleting items, the number of items in the questionnaire were 55 for all dimensions. After the alteration, the number of items decreased to 48. A total of 7 items were deleted from a number of dimensions to maintain reliability.

#### **7.1.4 Normality**

Testing the multivariate normality of dimensions is a pre-requisite for most of the econometric models. There is no universally accepted criterion to test the normality of the dimensions. As a rule of thumb, skewness and kurtosis statistics of a dimension are expected to be between -1 and +1 to confirm the normality. In addition to the values of skewness and kurtosis of the dimensions, Kolmogorov-Smirnov and Shapiro-Wilk tests of normality were also taken into consideration. Accordingly, the dimensions in this study were tested for normality using all the above criteria. Based on the values of skewness, kurtosis and Shapiro-Wilk test of multivariate normality as shown in Table 7.3, it can be concluded that all the dimensions of this study satisfy the requirement of multivariate normality.

Table 7.3: Test of Normality of Indicators

Indicator	Skewness		Kurtosis		Test of normality			
	Statistics	Z value	Statistics	Z value	Kolmogorov- Sm		Shapiro-Wilk	
					Statistics	Sig.	Statistics	Sig.
ORE	0.167	1.346	0.135	0.546	.163	.000	.950	.000
ERE	-0.95	-0.766	-1.206	-4.88	.128	.000	.937	.000
SWO	0.239	1.927	-0.520	-2.11	.132	.000	.967	.000
STIE	-0.271	-2.185	-0.668	-2.704	.104	.000	.955	.000
STR	0.180	1.45	-0.522	-2.113	.172	.000	.935	.000
SGO	0.037	0.298	-0.500	-2.024	.149	.000	.932	.000
FAI	-0.472	-3.806	-0.884	-3.578	.198	.000	.911	.000
AFF	-0.410	-3.306	-0.231	-1.299	.109	.000	.949	.000
INN	-0.410	-3.306	-0.428	-1.732	.171	.000	.951	.000
IOC	0.210	1.693	0.474	1.919	.180	.000	.933	.000
EAT	0.396	3.193	-0.305	-1.234	.148	.000	.954	.000
OID	-1.008	-8.129	0.346	1.40	.157	.000	.892	.000
TKSI	0.278	2.241	-0.599	-2.425	.139	.000	.949	.000
EKSI	0.224	1.806	-0.658	-2.663	.158	.000	.940	.000

Source: Survey data, 2017

In addition, the linear relationship between the predictor and outcome variables were also tested using scatter plot. Each predictor variable and one (out of two) outcome variable were placed on the x and y axes of a scatterplot. Almost all scatter plots between the predictor and outcome variables confirmed the linearity of the relationships.

## 7.2 Sample and Sample Screening

Screening the sample and knowing the sample characteristics of a study is important to make valuable, relevant and valid conclusions. Specifically, a review of non-response bias of the responses of different segments of the sample which could make a significant effect on the results of the study. Therefore, maintaining same processes in handling diverse characteristics of FBs and employees would provide a platform to interpret results accurately. In other cases, the researcher can follow scientific techniques to make the sample screening to make sure the sample is not bias.

### 7.2.1 Non-response Bias of Responses

The survey produced two different groups of questionnaires: the questionnaires filled with the help of the officers from the respective FBs and the questionnaires filled with the help of enumerators or the researcher. In the search for a non-response bias of these two groups, which could have an impact on the results of the study, a sample  $t$  test was performed to compare the means of these two groups. According to the results of Table 7.4, it could be concluded that there is no significant difference between these two sets of questionnaires as the  $t$  value of many variables turned out to be insignificant.

Table 7.4: Independent Sample  $t$  Test Results of Two Groups of Questionnaires

Indicator	$t$ value	Sig. (2 tailed)	Mean Difference
ORE	-2.517	.012	-.25914
ERE	1.447	.149	.10832
SWO	.391	.696	.03341
STIE	.335	.738	.02982
STR	.503	.615	.04409
SGO	2.192	.029	.18448



FAI	1.948	.052	.28913
AFF	1.128	.260	.12200
INN	1.387	.166	.16812
IOC	1.567	.118	.10768
EAT	1.568	.118	.11946
OID	1.935	.054	.21337
TKSI	2.773	.006	.28507
EKSI	2.683	.008	.31222

*Source: Survey data, 2017*

### 7.2.2 Characteristics of FBs in the Sample

As explained in Chapter 5, the survey of employees was conducted in 20 FBs in 12 diverse industries. As shown in Table 7.5, a variety of industries, such as apparel, bakery products, electronics and electrical, food products, hotel and restaurant, jewellery, leather products, machinery, pharmaceuticals, property development, retail, and timber and furniture, were included in the survey and industrial contribution for the survey is given as a percentage. The majority of the respondents—85 respondents (21.9 % of the total sample)—were from the food and products industry .

Table 7.5: Nature of the Sample

Industry	No of firms	No. of response	Percent	Industry	No of firms	No. of response	Percent
Apparel	2	30	7.6	Leather products	2	54	13.9
Bakery Products	3	45	11.4	Machinery	1	15	3.8
Electronic and electrical	1	26	6.7	Pharmaceuticals	2	35	8.9

Food products	3	85	21.9	Property development	1	15	3.8
Hotel and restaurant	1	15	3.8	Retail	1	15	3.8
Jewellery	2	40	10.3	Timber and furniture	1	15	3.8

Source: Survey data, 2017

### 7.2.3 Characteristics of Respondents in the Sample

Knowing the responders' characteristics, as shown in Table 7.6, is also important to reach precise conclusions in the study. The male respondents constituted 56.4% of the sample. Around 73 percent of the respondents had worked more than 6 years in their respective FBs. Among them, about 21 percent had more than 18 years of work experience in the respective firm. Yet, the respondents' having more than one year experience in the position, even though the firm they employed is different, is more than 91 percent of total samples. 65.1 percent of total respondents were not related to the owning families of the respective FBs. At the same time, around 65 percent of the respondents' jobs were oriented both in manual and machines. The respondents' responsibility of their positions also varied significantly. The sample contained 8 percent of top level managers, and they were either the owners or owner-managers of the FBs. The lower level managers and non-managers represented about 60 percent of the total sample.

Table 7.6: Socio-demographic Information of Respondents

Measure	Item	Frequency	Percent	Measure	Item	Frequency	Percent
Gender	Female	170	43.6	Gender	Male	220	56.4
Experience in the firm	< 6 yrs	107	27.4	Experience in the position	< 1 year	35	9.0
	6-12 yrs	154	39.5		1-5 years	75	19.2

	12-18 yrs	47	12.1		>5 years	280	71.8
	>18 yrs	82	21	Position	Top level manager	30	7.7
Link to owning family	Close relative	78	20.0		Middle level manager	127	32.6
	Relative	72	18.5		Low level manager	123	31.5
	Non-relative	240	61.5		Non-manager	110	28.2
Job orientation	Fully labour oriented	73	18.7				
	Fully machine oriented	63	16.2				
	Machine and labour oriented	254	65.1				

Source: Survey data, 2017

### 7.3 Econometric Model and Model Development for Data Analysis

#### *Technical expressions of development of multivariate multiple and hierarchical regressions*

##### *Multivariate multiple regression*

A linear regression model has one continuous dependent variable and one independent variable. Generally, the model has the following form.

$$(1) y = \alpha + x\beta + \varepsilon$$

Similarly, when multiple linear regression may contain the following form where  $y$  is a continuous dependent variable and  $x_1, x_2, \dots, x_k$  are the predictors of the model.

$$(2) y = \alpha + x_1\beta_1 + x_2\beta_2 + \dots + x_k\beta_k + \varepsilon$$

As far as multivariate multiple regression is concerned, the relationships among multiple outcome variables (i.e.,  $Y$ s), and a single set of predictor variables (i.e.,  $X$ s) are assessed.

$$(3) Y_{n \times p} = X_{n \times (k+1)} \beta_{(k+1) \times p} + \varepsilon$$

### *Hierarchical regression*

Hierarchical regression is identified as stepwise regression. Following mathematical function denoted the model.

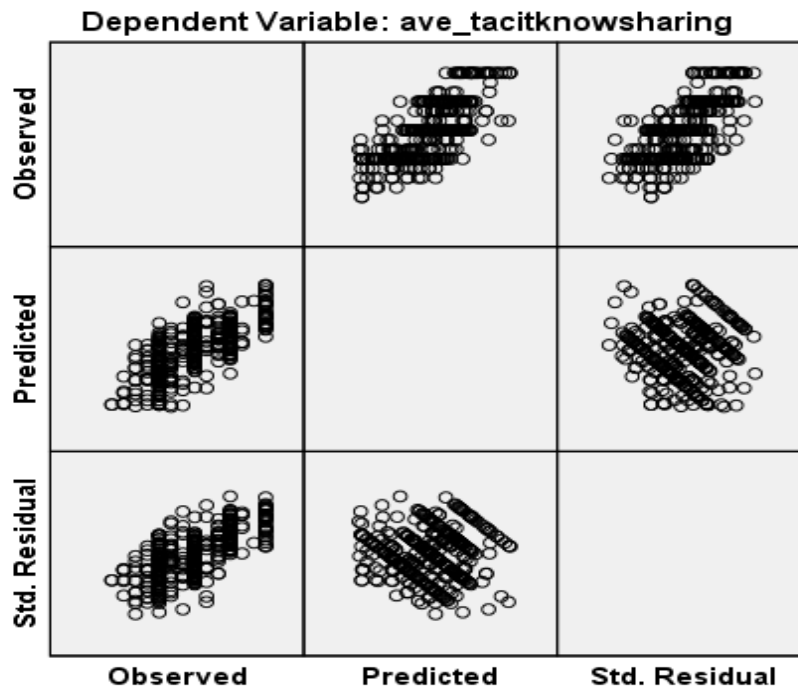
$$Y'_i = \beta_0 + \beta_1 X_{1i} + \beta_2 X_{2i} + \dots + \beta_k X_{ki}$$

The coefficient is denoted by  $\beta$ ,  $\sum_{i=1}^k (Y_i - Y'_i)^2$  which of minimizing the total squared deviations. The model contains with a  $K$  number of predictors. However,  $K+1$  weights were estimated for each predictor with single constant value.

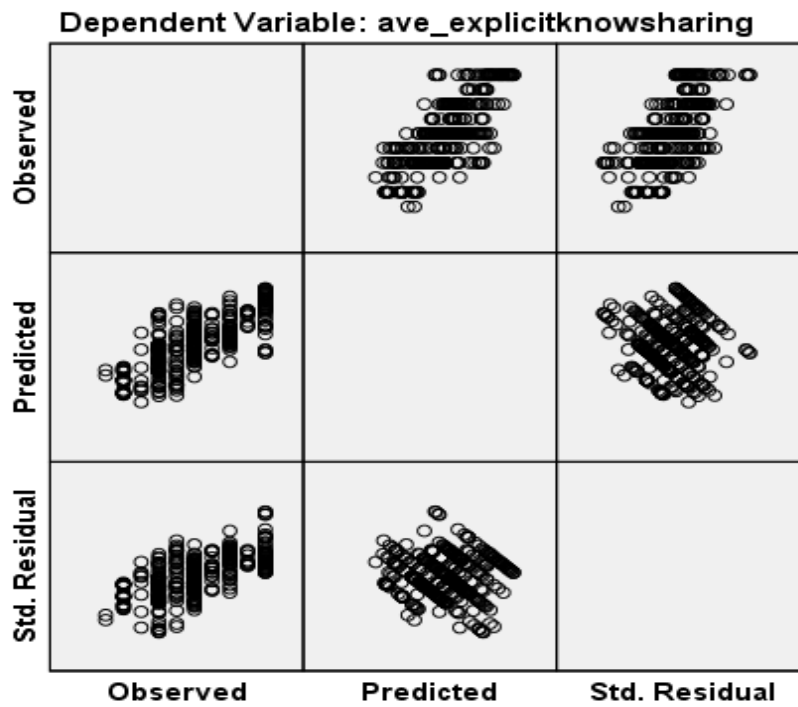
## **7.3.1 Testing for Conformity with the Assumptions**

### ***Normality and Homoscedasticity***

As shown in Table 7.3, the normality of variables is tested and confirmed to be satisfied with the requirement of econometric models. However, one of the other main requirements to run this model is to confirm the unavailability of homoscedasticity. Accordingly, the error term between independent and dependent variables were checked against all the values of the independent variables. As the model has two dependent variables, two residual plots were drawn to show the homoscedasticity as well as multivariate normality. Accordingly, figure 7.2 confirms that there is no serious problem of multivariate normality and homoscedasticity.



Model: Intercept + ave\_org\_rewards + ave\_emp\_relationships + ave\_selfworth + ave\_socialtie + ave\_socialtrust + ave\_socialgoals + ave\_fairness + ave\_affiliation + ave\_innovativeness + ave\_intracompetitiveness + ave\_empattitudes + ave\_orgidentification



Model: Intercept + ave\_org\_rewards + ave\_emp\_relationships + ave\_selfworth + ave\_socialtie + ave\_socialtrust + ave\_socialgoals + ave\_fairness + ave\_affiliation + ave\_innovativeness + ave\_intracompetitiveness + ave\_empattitudes + ave\_orgidentification

Figure 7.2: Residual Plots for Multivariate Normality and Homoscedasticity  
 Source: Survey data, 2017

*Multicollinearity*

Muticolinearity is tested to confirm the unavailability of tight association among predictor variables. This study uses a correlation matrix to see the association among variables as shown in Table 7.7. The highest correlation is reported between social trust and social goals (0.780) at the significance level of 0.01. At the same time, a very high correlation above 0.8 between the variables is not reported. Accordingly, the first step of testing multicollinearity satisfied the non-availability of muticolinearity. In order to confirm the same, the second step was to generate tolerance and VIF values.

Table 7.7: Correlation Matrix

	ORE	ERE	SWO	STIE	STR	SGO	FAI	AFF	INN	IOC	EAT	OID	TKSI	EKSI
ORE	1													
ERE	.280	1												
SWO	.292	.347	1											
STIE	.348	.641	.594	1										
STR	.202	.610	.509	.648	1									
SGO	.236	.768	.594	.728	.780	1								
FAI	.204	.654	.342	.565	.479	.593	1							
AFF	.319	.592	.610	.684	.636	.697	.635	1						
INN	.143	.407	.185	.392	.216	.253	.518	.433	1					
IOC	.295	.551	.547	.618	.535	.618	.514	.768	.371	1				
EAT	.440	.662	.593	.628	.575	.697	.519	.608	.288	.679	1			
OID	.128*	.612	.182	.514	.361	.492	.561	.354	.608	.253	.441	1		
TKSI	.367	.482	.089	.372	.290	.356	.503	.303	.415	.105	.399	.507	1	
EKSI	.394	.457	.287	.542	.279	.397	.587	.443	.496	.288	.494	.527	.726	1

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

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

Source: Survey data, 2017

As shown in Table 7.8, the tolerance and VIF values of the predictors were calculated. The results indicate that the tolerance values of all the predictors remain below 0.8. At the same time, the VIF values of all the predictors are in between 1 and 5.5. Mostly, the values are closer to 3 as well. Accordingly, the VIF results also confirm that multicollinearity is not present among the predictors in this study.

Table 7.8: Tolerance and VIF Values for Multicollinearity

Indicator	Tolerance	VIF
ORE	.738	1.354
ERE	.270	3.710
SWO	.432	2.316
STIE	.326	3.072
STR	.363	2.758
SGO	.181	5.537
FAI	.418	2.392
AFF	.247	4.045
INN	.463	2.160
IOC	.302	3.314
EAT	.301	3.324
OID	.360	2.776

*Source: Survey data, 2017*

### 7.3.2 Testing Hypotheses

As explained in Chapter 4, several hypotheses were set to address the research questions of this study. Nine main hypotheses containing several sub-hypotheses were set to test the direct and the intervening influence of the variables. Out of the nine main hypotheses, seven were set to examine the direct effect of a predictor variable on outcome variables. Accordingly, one main hypothesis was developed based only on the outcome variables: the tacit KSIs and explicit KSIs of the employees employed in FBs. A positive relationship is hypothesized in between two outcome variables. Three more main hypotheses were set to test the direct influence of the predictors: individual motivation, social capital and organizational climate—on two outcome variables. A positive relationship is assumed in all of these three hypotheses. Table 7.9 shows all the

hypotheses which were developed based on the direct effect between the predictor and outcome variables as discussed in Chapter 4.

Table 7.9: Hypothesis Development for Direct Relationships

No.	Hypothesis
<b>H 1:</b>	The tacit KSIs of the employees of FBs are positively associated with their explicit KSIs.
<b>H 2.1</b>	The employees' organizational rewards, anticipated relationships and sense of self-worth in FBs are positively associated with their tacit KSIs.
<b>H 2.2</b>	The employees' organizational rewards, anticipated relationships and sense of self-worth in FBs are positively associated with their explicit KSIs.
<b>H 3.1</b>	The social tie, social trust and social goals of the employees in FBs are positively associated with the employees' tacit KSIs.
<b>H 3.2</b>	The social tie, social trust and social goals the employees in FBs are positively associated with the employees' explicit KSIs.
<b>H 5.1</b>	The fairness, affiliation, innovativeness and intra-organizational competitiveness of FBs are positively associated with the employees' tacit KSIs.
<b>H 5.2:</b>	The fairness, affiliation, innovativeness and intra-organizational competitiveness of FBs are positively associated with the employees' explicit KSIs.

Source: Literature review, 2017

The other two main hypotheses are about the intervening (mediate) influence on the direct relationship between the predictor and outcome variables. Firstly, in the hypothesis, it is assumed that the employees' attitudes mediate the relationship between social capital and tacit and explicit KSIs. Secondly, it is hypothesized that the employees' organizational identification mediates the direct relationship between social capital and the tacit and explicit KSIs of the employees in FBs. Each of these main hypotheses contains several sub-



hypotheses, which refer to the variables of the same construct whether they are predictors or outcome variables. Table 7.10 shows all the hypotheses, which were developed based on the intervening influence on the relationship between the predictor and outcome variables as discussed in Chapter 4.

Table 7.10: Hypothesis Development for Intervening Effect

No.	Hypothesis
<b>H 4.1</b>	The employees' attitudes towards KS mediate the relationship between social capital and the employees' tacit KSIs in FBs.
<b>H 4.2</b>	The employees' attitudes towards KS mediate the relationship between social capital and the employees' explicit KSIs in FBs.
<b>H 6.1</b>	One's sense of organizational identification mediates the relationship between social capital and the employees' tacit KSIs in FBs.
<b>H 6.2</b>	One's sense of organizational identification mediates the relationship between social capital and the employees' explicit KSIs in FBs.

Source: Literature review, 2017

In the meantime, as explained in 7.3 of this Chapter, multivariate multiple regression was used to test the direct relationship, while hierarchical regression served as the econometric model to test the mediate relationship.

### ***Direct influence of predictors on outcome variables***

To test the hypotheses related to the direct influence of the predictor variables on the outcome variables, a multivariate multiple regression model was used. Mainly, 10 predictor variables of 3 constructs (individual motivation, social capital and organizational climate), namely ORE, ERE, SWO, STIE, STR, SGO, FAI, AFF, INN, and IOC, were regressed against two outcome variables, namely TKSI and EKSI of the construct of the employees' KSIs. The model fits information about multivariate multiple regression confirms that 53 percent of variance [R Squared = 0.535 (Adjusted R Squared = .520) at DV is TKSI] and 58 percent variance [R Squared = 0.581 (Adjusted R Squared = .567) at DV is EKSI] of outcome variable is explained by the predictor variables.

Table 7.11: Relationship on Predictor and Outcome Variables

Indicator	DV= TKSI			DV=EKSI		
	$\beta$	<i>t</i> statistics	Sig.	B	<i>t</i> statistics	Sig.
Intercept	2.659	6.974	.000	1.482	3.615	.000
ORE	.242	5.927	.000	.204	4.641	.000
ERE	.122	1.309	.191	-.180	-1.793	.074
SWO	-.287	-4.414	.000	-.113	-1.615	.107
STIE	.104	1.450	.148	.441	5.719	.000
STR	.027	.385	.700	-.233	-3.137	.002
SGO	.090	.889	.375	-.002	-.020	.984
FAI	.181	4.790	.000	.258	6.363	.000
AFF	.141	2.081	.038	.161	2.221	.027
INN	.188	4.262	.000	.201	4.247	.000
IOC	-.843	-8.760	.000	-.637	-6.158	.000
TKSI				.726	20.805	.000

Source: Survey data, 2017

As shown in Table 7.11, in the construct of the employees' KSIs, the variable of tacit KSIs ( $\beta = 0.726$ ,  $t = 20.805$ ) has a positive influence on the explicit KSIs. This result, which supports the first hypothesis, shows the perfect positive influence of the employees' tacit KSIs on their explicit KSIs. Generally, tacit knowledge is considered difficult to share, compared to explicit knowledge, as such knowledge is embedded in one's skills. Having a strong influence ( $\beta = 0.726$ ,  $t = 20.805$ ) signals that if an employee in an FB increases/decreases a unit of tacit KSIs, the explicit KSIs increases/decreases by 0.72 units. This finding further points to the idea that tacit KSIs in FBs more or less manage the overall KSIs of the employees in FBs. At the same time, reconfirming the previous research findings, this study also identified tacit knowledge as the most critical and important type of knowledge, which inculcates a KS culture in an organization.

The influence of individual motivation on tacit and explicit KSIs was tested. The influence of the three variables of the construct of individual motivation was tested against tacit KSIs first. The results as shown in Table 7.11 confirm that organizational rewards ( $\beta = 0.242$ ,  $t = 5.927$ ) and employee self-worth ( $\beta = -0.287$ ,  $t = -4.414$ ) have a significant influence on the employees' tacit KSIs. Contrary to the hypothesis, employee self-worth has shown a negative influence on tacit KSIs. It shows that the increment of self-worth results in the reduction of tacit KSIs. However, as far as the explicit KSIs are concerned, only organizational rewards ( $\beta = 0.204$ ,  $t = 4.641$ ) have a significant influence on the employees' explicit KSIs. These results can lead to the conclusion that individual motivational factors are also important for the employees' KSIs in FBs. In this regard, the influence is intense for tacit KSIs than for explicit KSIs.

Similarly, the influence of the dimensions of social capital on the employees' tacit and explicit KSIs was tested. The influence of the three variables of the construct of social capital was firstly tested with employees' tacit KSIs. The results indicate that social tie, social trust and social goals have no significant influence on tacit KSIs. However, as far as the explicit KSIs are concerned, as shown in Table 7.11, social tie ( $\beta = 0.441$ ,  $t = 5.719$ ) and social trust ( $\beta = -0.233$ ,  $t = -3.137$ ) have shown significant influence on the explicit KSIs of the employees. Again, this was different from the expected positive influence of the hypothesis. However, the analysis has shown that the social capital of FBs has no role to play as far as the employees' tacit KSIs are concerned. Yet, social tie has shown a greater positive influence on the employees' explicit KSIs, while social trust has indicated a negative influence. However, the overall results emphasize only a moderate influence of social capital on employees' tacit and explicit KSIs in FBs.

Finally, the influence of the organizational climate on tacit and explicit KSIs was tested. In keeping with the hypotheses, the influence of four variables of the construct, namely fairness, affiliation, innovativeness and Intra-organizational competitiveness, were tested against the tacit KSIs. The results, as shown in Table 7.11, confirm that fairness ( $\beta = 0.181$ ,  $t = 4.790$ ) affiliation ( $\beta = 0.141$ ,  $t = 2.081$ ) innovativeness ( $\beta = 0.188$ ,  $t = 4.262$ ) and intra-organizational competitiveness ( $\beta = -0.843$ ,  $t = -8.760$ ) have a significant influence on the tacit KSIs of the employees. However, in contrast to the hypothesis, intra-

organizational competitiveness has shown a negative effect. These results have confirmed that when the intra-organizational competitiveness is high in FBs, the tacit KSIs of the employees becomes low. Similar results are shown regarding the influence of the organisational climate dimensions and the explicit KSIs of the employees. The results confirm that fairness ( $\beta = 0.258$ ,  $t = 6.363$ ) affiliation ( $\beta = 0.161$ ,  $t = 2.221$ ) innovativeness ( $\beta = 0.201$ ,  $t = 4.247$ ) and intra-organizational competitiveness ( $\beta = - 0.637$ ,  $t = - 6.158$ ) have a significant influence on the tacit KSIs of the employees. In contrast, intra-organizational competitiveness has shown a negative influence on the explicit KSIs of the employees in FBs. However, the organisational climate can be identified as the construct that has the most influence on the employees' tacit and explicit KSIs. Even though intra-organisational competitiveness has shown a negative influence on both tacit and explicit KSIs, all the other variables in the organisational climate construct have shown a positive influence.

Table 7.12: Hypothesis Testing Results of Direct Relationships

Hypothesis	Expected relationship - Positive	$\beta$	t	Sig.	Existed relationship	Remarks
<b>H1</b>	TKSI and EKSI	0.726	20.805	.000	Positive	Supported
<b>H 2.1</b>	ORE and TKSI	.242	5.927	.000	Positive	Supported
	ERE and TKSI	.122	1.309	.191	na	Not supported
	SWO and TKSI	-.287	-4.414	.000	Negative	Not supported
<b>H 2.2</b>	ORE and EKSI	.204	4.641	.000	Positive	Supported
	ERE and EKSI	-.180	-1.793	.074	na	Not supported

	SWO and EKSI	-.113	-1.615	.107	na	Not supported
<b>H 3.1</b>	STIE and TKSI	.104	1.450	.148	na	Not supported
	STR and TKSI	.027	.385	.700	na	Not supported
	SGO and TKSI	.090	.889	.375	na	Not supported
<b>H 3.2</b>	STIE and EKSI	.441	5.719	.000	Positive	Supported
	STR and EKSI	-.233	-3.137	.002	Negative	Not supported
	SGO and EKSI	-.002	-.020	.984	na	Not supported
<b>H 5.1</b>	FAI and TKSI	.181	4.790	.000	Positive	Supported
	AFF and TKSI	.141	2.081	.038	Positive	Supported
	INN and TKSI	.188	4.262	.000	Positive	Supported
	IOC and TKSI	-.843	-8.760	.000	Negative	Not supported
<b>H 5.2</b>	FAI and EKSI	.258	6.363	.000	Positive	Supported
	AFF and EKSI	.161	2.221	.027	Positive	Supported
	INN and EKSI	.201	4.247	.000	Positive	Supported

	IOC and EKSI	-.637	-6.158	.000	Negative	Not supported
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Source: Survey data, 2017

However, as a summary of all the hypotheses related to the direct effect of predictor variables on outcome variables is given in Table 7.12. According to that, out of the 21 sub-hypotheses of the direct influence of the predictors of the outcome variables, only 10 have been supported. 11 sub-hypothesis have not been supported with expected results as hypothesized. Among them, 4 sub-hypotheses have recorded negative influence. This analysis could provide new insights into the human capital of FBs. As shown in the analysis, several predictors have shown an insignificant relationship with the employees' tacit and explicit KSIs in FBs. Such insignificant relationships signal that some statistical inference is not possible and the influence of such predictors on the outcome variables is not in existence or obvious. These findings can facilitate the development of a comprehensive human capital model through examination of employees' tacit and explicit KSIs in diverse ways. Firstly, the coefficients of predictors' are triggering about how much change is expected from outcome variable once a predictor is changed by one unit. Secondly, a positive relationship emphasise a change of both predictor and outcome variable towards one direction where a negative relationship highlights the change of the influence in different directions.

### ***Intervening influence on predictors and outcome variables***

As summarised in Chapter 4, four hypotheses were developed to test the intervening effect. The following four Tables (7.13, 7.14, 7.15 and 7.16) present the results of the hierarchical regression showing the role of the employees' attitudes and organisational identification respectively as mediate variable on the relationships of predictor and outcome variables. The results of hierarchical or step-wise regression in this study is used to test the intervening aspects (mediate) of the hypotheses in the same process recommended by Baron and Kenny's (1986). They have recommended four conditions or pre-requisites to confirm the mediation effect of a variable between two other variables. The existence of a relationship between independent and dependent variables, independent and mediate variables, mediate and dependent variables and, when

the mediate variable is added to the model, the relation between independent and dependent variables become non-existent or weak. In that case, if independent and dependent variables become non-existent, it is identified as full mediation, while if the relation becomes weak, it is identified as partial mediation. Accordingly, two hierarchical regressions were run to test the mediatory effect of the employees' attitudes towards the relationship between social capital and the employees' tacit and explicit KSIs. Similarly, two more regressions tested the mediatory effect of organisational identification on the relationship between the organisational climate and the employees' tacit and explicit KSIs. The predictor variables were uploaded to regressions in stepwise. Firstly, individual motivation of the employees uploaded as a predictor in each regression model as individuals give the first priority for their own motives. Then the relevant predictor and finally the mediate variable were uploaded to regression making 03 models all in one regression output. The results of the mediatory effect were interpreted after confirming the compatibility of the model-fit information.

Accordingly, as shown in Table 7.13, the mediatory influence of the employees' attitudes on the relationship between social capital and the employees' tacit KSIs was tested. In the model-fit information, the values of  $R^2$  and the changing of  $R^2$  of models have progressively improved in every step showing the volume of predictability. When Baron and Kenny's (1986) guidelines were followed to test the mediatory effect, initially the employees' attitudes were regressed over social capital and that indicated a significant and positive relationship ( $\beta = 0.702, p < 0.05$ ). As the Table shows, social capital ( $\beta = 0.162, p < 0.05$ ) and the employees' attitudes ( $\beta = 0.197, p < 0.05$ ) indicated a significant relationship to tacit KSIs. Confirming the final condition of Baron and Kenny's (1986), once the variable of the employees' attitudes was added to the model, social capital became non-existent ( $\beta = 0.035, p > 0.05$ ). The confirmation of all four conditions of Baron and Kenny about mediation in this study has led to the conclusion that employee attitudes fully mediate the relationship between social capital and tacit KSIs.

Table 7.13: Results of Hierarchical Regression (EAT on Social Capital and TKSIs)

Construct	TKSIs
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	Model 1			Model 2			Model 3		
	$\beta$	t	Sig.	$\beta$	T	Sig.	$\beta$	t	Sig.
<b>Individual motivations</b>	.507	11.57	.000	.425	8.48	.000	.402	8.04	.000
<b>Social capital</b>				.162	3.22	.001	.035	.549	.584
<b>EAT</b>							.197	3.26	.001
<b>R<sup>2</sup></b>	.257		.000	.272		.001	.296		.001
<b>Overall F</b>	133.9		.000	73.8		.000	53.9		.000
<b>Change in R<sup>2</sup></b>	.527		.000	.019		.001	.019		.001
<b>Change in F</b>	133.9		.000	10.39		.001	10.61		.001

Source: Survey data, 2017

The mediatory influence of the employees' attitudes on the relationship between social capital and the employees' explicit KSIs was tested in the same way as tacit KSIs. Following Baron and Kenny's (1986) guidelines, the employees' attitudes were regressed over social capital and that indicated a significant and positive relationship ( $\beta = 0.702$ ,  $p < 0.05$ ). As Table 7.14 shows, social capital ( $\beta = 0.248$ ,  $p < 0.05$ ) and the employees' attitudes ( $\beta = 0.286$ ,  $p < 0.05$ ) showed a significant relationship to explicit KSIs. Confirming the final condition of Baron and Kenny's (1986) guidelines, once the variable of the employees' attitudes was added to the model, social capital has become non-existent ( $\beta = 0.064$ ,  $p > 0.05$ ). The confirmation of all the four conditions of Baron and Kenny about mediation and the values of  $R^2$  and, as changing of  $R^2$  of hierarchical models have progressively improved, this study has led to the conclusion that the employees' attitudes fully mediate the relationship between social capital and explicit KSIs.



Table 7.14: Results of Hierarchical Regression (EAT on Social Capital and EKSI)s)

Construct	EKSI's								
	Model 1			Model 2			Model 3		
	$\beta$	T	Sig.	$\beta$	T	Sig.	$\beta$	t	Sig.
<b>Individual motivation</b>	.527	12.22	.000	.402	8.29	.000	.368	7.76	.000
<b>Social capital</b>				.248	5.13	.000	.064	1.07	.285
<b>EAT</b>							.286	4.98	.000
<b>R<sup>2</sup></b>	.278		.000	.324		.000	.265		.000
<b>Overall F</b>	149.2		.000	92.6		.000	73.8		.000
<b>Change in R<sup>2</sup></b>	.278		.000	.046		.000	.041		.000
<b>Change in F</b>	149.7		.000	26.3		.000	24.7		.000

Source: Survey data, 2017

The mediatory influence of organisational identification on the relationship between the organisational climate and the employees' tacit KSIs was tested according to Baron and Kenny's (1986) guidelines. Firstly, organisational identification was regressed over the organisational climate and that showed a significant and positive relationship ( $\beta = 0.586$ ,  $p < 0.05$ ). As Table 7.15 indicates, the organisational climate ( $\beta = 0.314$ ,  $p < 0.05$ ) and organisational identification ( $\beta = 0.360$ ,  $p < 0.05$ ) showed a significant relationship to tacit KSIs. Confirming the final condition of Baron and Kenny's (1986) guidelines, once the variable of the employees' attitudes was added to the model, social capital became non-existent ( $\beta = 0.109$ ,  $p > 0.05$ ). The confirmation of all the four conditions of Baron and Kenny about mediation and,

as values of  $R^2$  and changing of  $R^2$  of hierarchical models have progressively improved, this study has led to the conclusion that the employees' organisational identification fully mediates the relationship between the organisational climate and tacit KSIs.

Table 7.15: Results of Hierarchical Regression (OID on Org. Climate and TKSIs)

Construct	TKSIs								
	Model 1			Model 2			Model 3		
	$\beta$	t	Sig.	$\beta$	T	Sig.	$\beta$	t	Sig.
<b>Individual motivations</b>	.421	9.15	.000	.223	3.91	.000	.214	3.96	.000
<b>Organisational climate</b>				.314	5.50	.000	.109	1.77	.077
<b>OID</b>							.360	6.96	.000
<b>R<sup>2</sup></b>	.178		.000	.237		.000	.322		.000
<b>Overall F</b>	83.77		.000	60.15		.000	61.19		.000
<b>Change in R<sup>2</sup></b>	.178		.000	.060		.000	.085		.000
<b>Change in F</b>	83.76		.000	30.22		.000	48.51		.000

Source: Survey data, 2017

The mediatory influence of organisational identification on the relationship between the organisational climate and the employees' explicit KSIs was also tested using Baron and Kenny's (1986) guidelines. Firstly, organisational identification was regressed over the organisational climate and that indicated a significant and positive relationship ( $\beta = 0.586$ ,  $p < 0.05$ ). As Table 7.16 shows, the organisational climate ( $\beta = 0.446$ ,  $p < 0.05$ ) and organisational identification ( $\beta = 0.268$ ,  $p < 0.05$ ) shows a significant relationship to explicit KSIs. Lastly, using Baron and Kenny's (1986) guidelines, it was checked the result once the variable of organisational

identification was added to the model as a mediator variable. As shown in Table 7.16, the relationship between the organisational climate and explicit KSIs has become weakened from ( $\beta = 0.446, p < 0.05$ ) to ( $\beta = 0.293, p < 0.05$ ). At the same time, as values of  $R^2$  and changing of  $R^2$  of hierarchical models have progressively improved during the steps of running the regression. Accordingly, the study concluded that organisational identification partially mediate the relationship between the organisational climate and the explicit KSIs of the employees.

Table 7.16: Results of Hierarchical Regression (OID on Org. Climate and EKSIs)

Construct	EKSIs								
	Model 1			Model 2			Model 3		
	$\beta$	t	Sig.	$\beta$	T	Sig.	$\beta$	t	Sig.
<b>Individual motivations</b>	.514	11.80	.000	.233	4.54	.000	.226	4.57	.000
<b>Organisational climate</b>				.446	8.68	.000	.293	5.20	.000
<b>OID</b>							.268	5.66	.000
<b>R<sup>2</sup></b>	.264		.000	.384		.000	.431		.000
<b>Overall F</b>	139.2		.000	120.6		.000	97.5		.000
<b>Change in R<sup>2</sup></b>	.264		.000	.120		.000	.047		.000
<b>Change in F</b>	139.2		.000	75.4		.000	32.1		.000

Source: Survey data, 2017

The mediatory influence of the employees' attitudes on the relationship between social capital and the employees' tacit and explicit KSIs as well as the mediatory influence of organizational identification on the relationship between the organizational climate and the employees' tacit and explicit KSIs have finally confirmed the results shown in Table 7.17.

Table 7.17: Hypothesis Testing Results of Intervening Effect

<b>Hypothesis</b>	<b>Expected relationship - Mediate</b>	<b>Existed relationship</b>	<b>Remarks</b>
<b>H 4.1</b>	ATT between SC and TKSIs	Full mediation	Supported
<b>H 4.1</b>	ATT between SC and EKSIs	Full mediation	Supported
<b>H 6.1</b>	OID between OC and TKSIs	Full mediation	Supported
<b>H 6.1</b>	OID between OC and EKSIs	Partial mediation	Partially supported

*Source: Survey data, 2017*

As per the results of mediatory influence, it is clear that the employees' attitudes play a critical role in mediating the relationship between social capital and the employees' tacit and explicit KSIs. Similarly, the influence of organizational identification as a mediate variable on the relationship between the organizational climate and the employees' tacit KSIs is shown a full mediation. However, only a partial mediation is reported by organizational identification in the relationship between the organizational climate and the employees' explicit KSIs. These empirical findings have led to many theoretical and practical conclusions, which will be discussed in Chapter 8.

### **Summary**

This Chapter detailed the analysis of quantitative data for testing the hypotheses. After the confirmation of the compatibility of the data and sample characteristics, the testing of the hypotheses was performed using multivariate multiple regression for the direct relationships between the predictor and outcome variables. Those hypotheses emphasized the importance of each variable in the case of the employees' tacit and explicit KSIs, in which the organizational climate was dominated over the others as a predictor. The stepwise hierarchical regression, which tested mediate influence, indicated the

full mediation of the employees' attitudes in the relationship between social capital and tacit and explicit KSIs. Similarly, partial mediation was shown by organizational identification in the relationship between the organizational climate and the employees' tacit and explicit KSIs.

## **8. CONCLUSION**

This Chapter makes the concluding remarks of the study. The Chapter begins with a brief recap of the main aspects of the study. This section is followed by a detailed discussion of the key findings of the study and its managerial implications. Next, the Chapter includes a discussion of future research possibilities and avenues. The Chapter concludes with a brief account of the scope of the study.

### **8.1 Main Aspects of the Study**

The research problem, which the study set out to address, was why the employees in FBs in the Sri Lankan context were reluctant to engage themselves in knowledge-sharing with fellow employees. Seven research questions were formulated with the intention of addressing this problem. Two of the seven questions were qualitative, and they are as follows: (1) How is knowledge sharing perceived by family and non-family employees? and (2) What are the motives behind the employees' decisions to share or not share their tacit and explicit knowledge? The remaining five questions were quantitative in nature, and they are as follows: (1) Is there a relationship between the employees' tacit and explicit KSIs? (2) In what ways do internal business environment factors influence the employees' tacit KSIs? (3) In what ways do internal business environment factors influence the employees' explicit KSIs? (4) Is there an intervening effect of employee attitudes on the relationship between the social capital of the employees and the employees' tacit & explicit KSIs? and (5) Is there an intervening effect of organizational identification on the relationship between the organization climate and the employees' tacit & explicit KSIs?

The main objective of this study was to develop a comprehensive model in human capital on the basis of a review of the determinants of the employees' tacit and explicit knowledge sharing intentions in sustaining businesses owned by families. The employees working in FBs in Sri Lanka constituted the sample of the study. Positioned in the post-positivistic paradigm, the study assumed a research design that was mainly quantitative and explanatory, supported by mixed methods. The study consisted of two phases: a qualitative phase and a quantitative phase. The quantitative phase of the study was developed based on

the results of the qualitative phase, which explored the perceptions of the employees' KSIs. The objectives of the first phase were to explore the employees' perceptions of and motives for knowledge sharing. In-depth interviews conducted with ten respondents (cases) who were selected based on the purposive sampling technique facilitated the qualitative thematic analysis (influenced by grounded theory). The unit of analysis of the qualitative analysis was the single respondent (case) since the single respondent can elaborate where the phenomenon begins and finishes. Five quantitative sub-objectives are set to identify the impact of the internal business environment on employees' KSIs. Accordingly, this study conceptualized the components of the internal business environment, such as the employees' individual motivation, the organizational social capital, and the organizational climate, as predictors. The employees' attitudes and organizational identification served as intervening factors. The employee's tacit and explicit KSIs were outcome variables. A total of 6 main hypotheses were set to test the impact of the predictor and intervening variables on the outcome variables. A sample survey involving 390 employees working in different job categories in 20 FBs across the country was used to test the hypotheses of the study. A structured questionnaire was used as the instrument for primary data collection from randomly selected employees. Multivariate multiple and hierarchical regression econometric models with descriptive statistics supported by SPSS facilitated the analysis of the quantitative data. The unit of analysis for the quantitative analysis was also the individual respondent.

## **8.2 Key Findings**

This research study set out to achieve seven objectives. In the process of achieving those objectives, several interesting findings emerged in the qualitative and quantitative data analyses. The qualitative analysis aimed at understanding the nature of the employees' perceptions regarding KS, while the quantitative analysis reviewed the influence of the internal business environment on the employees' KSIs. Both analyses led to several interesting conclusions as the findings of the study.

The qualitative data analysis based on the interview data pertaining to the employees' perceptions regarding knowledge sharing identified four main categories, namely sharer, company, knowledge, and family involvement.

Further analysis of categories in detail, some interesting themes related to the nature KS of FBs emerged. One of the emerging insider themes was the interconnection and interdependence of all four categories. It was observed that even minor changes in the identified categories resulted in changes in the KSIs of the employees. Similarly, individual motives & characters, institutional systems & procedures, teamwork, the closeness of relationships, and leadership were some of the important aspects that the employees took into consideration in making decisions with regard to KS.

In addition, the analysis concluded that the employees in FBs treat KS as a voluntary activity as opposed to a compulsory activity. The employees consider knowledge as their own property, and even the firm does not have the power to influence their knowledge resource, which primarily existed in the heads and minds of the employees. Accordingly, the employees perceived KS entirely as a voluntary activity. Yet, the employees showed an interest in formal KS activities such as training sessions, workshops, etc. They were also of the view that formal KS training sessions are more valuable than informal KS.

Further, the employees were of the opinion that skills should be gained only through experience. Both family and non-family employees agreed that skills are not transferable the way knowledge is. The employees were also of the view that knowledge sharing is mostly required for those employees who are at the beginning of their careers. They further stated that the employees who have served the firm for several years may rarely require extra knowledge.

The employees perceived KS as a tool that makes the job easy, but not as a strategy that enables innovation or new knowledge. They believe that knowledge is required to perform the job efficiently and effectively. All the findings in qualitative phase led to the conclusion that the employees' KS practices in FBs in Sri Lanka is at a moderate level. The employees' motives for sharing or not sharing their knowledge are summarised in Table 8.1. All these themes, which emerged in the qualitative phase of the study, indicate family involvement both as a motive and de-motive of KS.

Table 8.1: Employees' Motives for Decision to Share or not Share Their Knowledge with Fellow Workers



Motives on decisions to share	Motives on decisions to not share
Teamwork	Nepotism
Rewards, appreciation, and recognition	Employees' turnover intentions
Supporting leadership	Job security
Family involvement	Family involvement

*Source: Researcher construction based on data analysis*

Similarly, the quantitative analysis also led to several interesting findings. Firstly, as shown in Chapter 7, the employees' tacit KSIs have become the decisive factor in the case of inculcating a KS culture in FBs. Tacit KSIs has guaranteed explicit KSIs, making the business environment conducive for KS. Secondly, as far as individual, social and organizational determinants of KS are concerned, the role of organizational determinants have been recognised as the most valued compared to that of the other two determinants. Fairness, affiliation, and innovativeness indicate a positive influence towards both tacit and explicit KSIs of the employees, while only intra-organisational competition has shown a negative influence KSIs. Thirdly, the social capital of FBs has shown a moderate impact only on the explicit KSIs of the employee employed in FBs. Individual motives like organizational rewards have been found to be a positive motive for sharing the employees' tacit and explicit knowledge. However, self-worth has shown a negative influence towards tacit KSIs in FBs in Sri Lanka. Fourthly, the study identified employee attitudes as a factor that plays a mediatory role between social capital and tacit and explicit KSIs. The study has shown a full mediation by employees' attitude on the relationship between social capital and tacit and explicit KSIs, the value of employee attitudes in case of the employees' KSIs was highlighted. Finally, the ability of organizational identification to fully mediate the relationship between the organizational climate and tacit KSIs and partially mediate the relationship between the organizational climate and explicit KSIs was recognized.

### **8.3 Managerial Implications**

This study was conducted to address the identified research problem, filling the knowledge gaps in the area of knowledge management in the family business context. As shown in the discussion on the key findings (Section 8.2,

this study has successfully addressed the problem that it set out to address, achieving its objectives while pointing to valuable managerial implications. This section summarises the contribution of the current study towards knowledge (theory) and practice. It engages with three areas in this regard, namely theory, practice, and education.

### **8.3.1 Gains for Science (Theory)**

As mentioned in the objectives, this research study aimed at developing a comprehensive model in human capital based on a review of the employees' tacit & explicit KSIs in the context of continuing businesses owned by families. Even though KM literature is capable of explaining the KS behaviour of the employees of business firms to a certain extent, there is a dearth of research that studies the role of internal business environment factors in determining KS behaviour of employees. Supporting this argument, Le and Sherif (2008) argued that KM literature is lacking a theoretical basis for explaining the impact of internal business environment factors of businesses on the employees' KS. Theoretically, this study contributes to existing knowledge in two different ways. First, the study explored the KSIs of the employees in relation to the internal business environment of a given business, which plays a decisive role in creating competitive advantages through innovations and new knowledge. Second, it explores KS as it happens in the context of FBs where KS has become a triggering point of continuing and surviving the business. In that sense, the theoretical contribution to extend human behavioural theories further and expansion of knowledge base of internal business environment in FBs to enabling related theories to expand have made this study's novel. However, the theoretical contribution of content of KM and context of FBs, has enabled to develop a comprehensive model in HC reviewing employees' tacit and explicit KS.

### **8.3.2 Gains for Practice**

This study is practically significant mainly due to the current globally competitive knowledge economy concept. No business can survive in this global competition without generating competitive advantages. In this context, the HC, which is knowledge embedded in the minds and hands of individual employees of a firm, has been recognized as the most valued resource compared

to other resources available. Some characteristics of the employees' knowledge, such as the state of being valuable, rare, inimitable, and non-substitutable, are believed to provide long-term competitive advantages through innovations and new knowledge. The recognition of factors that affect the employees' KS, which are the basic features of efficient KM, can make managers, owners, governors and policy makers effective and efficient in decision making. Accordingly, they can guide the business to obtain a long-term competitive advantage through efficient KM.

However, it is important to note that the employees' KSIs in FBs in Sri Lanka is at a moderate level. When FBs aim at gaining competitive advantages over similar firms, the business strategies of making innovations can intergrade with the promotion of knowledge sharing in order to develop a knowledge driven business culture. Similarly, the value of the sharer and the receiver of knowledge, the environment of the company for KS, the type of the knowledge involved in the sharing activity, and family involvement can be considered critical, since those concepts emerged in FBs as most valued themes of KS. Managers and policy makers can develop strategies to promote KS in their firms. Further, this study revealed that individual motives & characters, institutional systems & procedures, teamwork, the closeness of relationships, and leadership are the factors that employees consider to be important in making their KS decisions. Accordingly, the promotion of these practices would guarantee the development of the KS culture in FBs. The promotion of the KS culture has been facilitated by the findings with regard to the employees' motives for sharing or not sharing their knowledge with fellow employees.

Similarly, the business need for developing tacit KSIs among employees as a fundamental requirement to gain competitive advantages through new knowledge and innovations can be achieved through these study findings. Accordingly, as a turning point, developing a knowledge sharing culture in FBs can be linked with tacit knowledge making all strategies, practices and policies targeted to promote the tacit KSIs of employees. Based on the nature of the direct relationships of tacit and explicit KSIs with individual motivation, the social capital of the employees, and the organizational climate, the managers of FBs can ensure the long-term sustainability of their firms. This may be further facilitated by the employees' perception that KS is required to make the job

easy. However, the identification of determinants and their direct impact on KSIs of the employees and the intervening influences would immensely facilitate the practitioners in this field.

At the same time, FBs, which constitute about 75% of the businesses, are in a dilemma across the world with regard to their sustainability in the long run (Miller et al., 2004, Salvato and Leif, 2008). It is natural that FBs across the world are in need of new knowledge to overcome the overwhelming problem that they have faced. Specifically, the creation of new knowledge in the area of the human capital in FBs is important as many FBs started before 1990 are ready to transfer the business to their successors. In the context of this transition, the new managers and owners are faced with the challenge of having to make their businesses a success, and the findings of this study will assist them to streamline their business decisions with global knowledge economy practices.

### **8.3.3 Gains for Education**

KM has become a popular study area in high schools and universities (Rismark and Solvberg, 2011). At the same time, the popularity of those schools that offer programmes related to FBs has increased (Sharma 2004). In order to cater to this societal requirement, the knowledge of KM in FBs is important to create new avenues for researchers in this field. Accordingly, education practitioners and policy makers can continue to develop and enhance the curriculum of KM and FBs. Furthermore, this study creates new avenues to compare the applications, practice changes across national, cultural and geographical boundaries of the area of KM in relation to FBs.

## **8.4 Direction for Future Research**

Removing one or several limitations of this study provides opportunities to expand the knowledge base of the KSIs employees in FBs. Apart from that, future research can focus on other avenues worthy of exploration to conduct the same kind of research base on the changes of the content or context of the study as suggested below.

Given that knowledge resides in the minds of people and the sharing feeling starts from the brain, the employees' psychological inducement can be given priority and be accommodated as a determinant of KS. In addition to

factors used in this study, such as individual motivation, social capital and organizational climate, factors related to the employees' psychology can also be used. The next step for researchers would be to change several predictors and intervening variables of this study to inquire into the KS practices of employees.

At the same time, the same concept can be considered for non-family businesses as well. The possibility to study only a specific group of employees like managers, non-family employees, and employees from owning family is also open for future researchers to inquire. Further, as this research explores privately held enterprising FBs, future research should be undertaken into the same matter with regard to listed companies and lifestyle or small-scale businesses owned by families. If the research is conducted in the context of Sri Lanka, it would also be worthwhile for subsequent researchers to expand the research to include a broader sample representing all the provinces of the country. Different geographical settings and contexts to determine how these patterns differ from those found in this study in terms of family involvement in businesses would be of paramount importance. This may apply for outside Sri Lanka as well as FBs may be diverse based on cultural settings such as different provinces, regions and countries .

## **8.5 Scope of the Study**

These study findings and conclusions should be interpreted carefully keeping in mind the limitations of the thesis. These limitations are caused by various reasons, such as the unavailability and inaccessibility of data, time and budget constraints of the researcher and some other practical concerns. Yet, such limitations of the study foreground several fascinating issues that provide rewarding background for future research in the area of KM in relation to FBs. The limitations of this research can be listed as follows:

- This study considers only formal KS with direct involvement of employees. Yet, KS may take place without the employees' direct involvement. KS through such indirect channels, such as the internet and social media, has not been covered in detail in this study.
- The employees' confusion regarding the difference among data, information and knowledge is another limitation of this study. Therefore, the scientific definition of 'knowledge' may not follow by employees. Instead, they may

have considered data and information as well as the ‘knowledge’ when they answered questions.

- KS is dependent on the contextual and situational factors of an organization. In order to explore, compare and contrast the employees’ KS and its impact on the business, it is appropriate to access longitudinal data than cross sectional data. The current research is based only on cross section data in the primary data collection.
- FB is a widely defined concept in the literature. A study of this type of business can have many branches, subsections and sectors . Yet, this study engaged only with privately held, skill oriented, manufacturing based and enterprising FBs. The inability to generalise the findings of this study for whole types of FBs, such as listed FBs, is a limitation of this study.

### **Summary**

This Chapter began with a brief recap of the main aspects of the study. The key findings presented in the Chapter indicate clearly that the researcher has successfully achieved the research objectives. Thereafter, managerial implications of the study are highlighted. The Chapter ended with a discussion on the avenues for future research and the limitations of the study.

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## **Academic/ Professional Qualifications**

- Master of Business Administration, University of Colombo, Sri Lanka
- Postgraduate Diploma in Management, University of Peradeniya, Sri Lanka
- Master of Arts in Economics, University of Kelaniya, Sri Lanka

- Bachelor of Commerce, University of Peradeniya, Sri Lanka
- Qualified TRAINAIR Course Developer, International Civil Aviation Organisation (ICAO), Canada

### Career Details

- **Ph.D. candidate** at Tomas Bata University in Zlin, Czech Republic (2015 to date)
- **Senior Lecturer Grade II**, Department of Operations Management, Faculty of Management, University of Peradeniya, (2013 to date).
- **Lecturer (Probationary)**, Department of Management Studies, University of Peradeniya, (2007 to 2013).
- **Course Development Officer**, Civil Aviation Training Centre, Airport & Aviation Services (Sri Lanka) Limited, Ratmalana (2006/2007)
- **Management Trainee**, Airport & Aviation Services (Sri Lanka) Limited, Katunayaka (2005).
- **Project Coordinator – “JICA Japan NGO Desk”** (a project funded by Japanese International Cooperation Agency) conducted by Consortium of Humanitarian Agency (CHA) 2004.
- **Local staff member (Researcher – Environment Management)** under the project on “Solid Waste Management in Secondary Cities in Sri Lanka”, Japan International Cooperation Agency (JICA), 2002 & 2003.

### Contribution for Research Projects

- Member of the research project titled ‘Vocational Educational Training Development plan for the Central Province of Sri Lanka’, Ministry Tertiary Education, Sri Lanka, 2013/2014. (*one year*)
- Member of panel of judges for National Competition in Solid Waste Management among Local Authorities in Sri Lanka 2011 and 2012, Ministry of Local Government and Provincial Council, 2013.
- Consultant to the Research Project titled “General Wage Situation of Apparel Industry Workers in Sri Lanka”. Clean Cloth Campaign: International Secretariat, Asia Floor Wage, Ireland (2013)
- Consultant to the Research Project titled “Sector-Specific Living Wage for Sri Lankan Apparel Industry Workers 2011”, Oxfam International, Australia (2012)

- Consultant to the Research Project titled “Tier Manufacturers and Wages in Sri Lanka, A Study Conducted on Selected Firms in Apparel Industry”. Clean Cloth Campaign: International Secretariat, Asia Floor Wage, Ireland (2010)

### **Academic/ Research Interests**

Knowledge Management, Family Business, Organizational Learning, Tourism Management, Research Methodology and Living Wage

### **Professional and Project Activities at FaME, TBU in Zlin**

- 2016 and 2017 - Head of the Research Team, Enhancing Business Performance through Employees’ Knowledge Sharing, Internal Grant Agency: No. IGA/FaME/2016/001 - Guarantor : Assoc. Prof Ales Gregar
- 2016 - Member of the Research Team, The Relationship between Customer Relationship Management (CRM) Implementation and Firm’s Performance in Small and Medium Enterprises (SMEs) in Changing Condition, Internal Grant Agency: No. IGA/FaME/2016/020 - Guarantor : Prof. Dr. Ing. Drahomíra Pavelková
- 2018 - Co-member of the Research Team, Evaluation and Effectiveness of Extensive Training in Businesses (SMEs) in the Context of Funding Sources, Internal Grant Agency: No. IGA/FaME/2018/006 - Guarantor : Assoc. Prof Ales Gregar,

# APPENDICES

## Annexure 01: Interview Guide for Employees

### Interview Guide – Employees

Date :.....

Interview Code:.....

Location:.....

Time: From .....to

.....

Name of the Organization:

Relationship to owner /s:

Respondent Name and Code:

Email Address & Contact no of the Respondent:

Interviewer Comments:

.....  
.....  
.....  
.....

#### **Objectives**

1. To overview the environment of FBs which could facilitate KS in Sri Lanka.
2. To explore employees' perception about KS in FBs in Sri Lanka.
3. To explore the existing status of employees' KS practices in family businesses in Sri Lanka.
4. To understand the role of internal business environment in driving intentions of employees' tacit and explicit KS with fellow employees in FBs in Sri Lanka

#### **Interview Questions**

1. Could you please explain the background of your carrier in this business? (how you became an employee)
2. What do you think about your colleagues working with you? Do they support each other?
3. How about knowledge sharing activities among colleagues?
4. Do you share your knowledge with others? If yes, how and what kind of knowledge?
5. In what ways and when you generally share knowledge?
6. As you think, what motivate employees to share their knowledge with their colleagues?
7. As you think, what demotivate employees to share their knowledge with their colleagues?
8. Do you think that management of the firm really matter employees' KS?
9. Do you promote KS among colleagues in the firm? If so, what kind of knowledge you really want to share among employees?
10. Can you share with me about your experience on critical incidents related to KS in the firm?

## Annexure 02: Interview Guide for Owners

### Interview Guide – Owner

Date : .....

Interview Code:.....

Location:.....

Time: From .....to

.....  
Name of the Organization:

Relationship to founder of the business:

Respondent Name and Code:

Email Address & Contact no of the Respondent:

Interviewer Comments:

.....  
.....  
.....  
.....

#### **Objectives**

1. To overview the environment of FBs which could facilitate KS in Sri Lanka.
2. To explore employees' perception about KS in FBs in Sri Lanka .
3. To explore the existing status of employees' KS practices in family businesses in Sri Lanka.
4. To understand the role of internal business environment in driving intentions of employees' tacit and explicit KS with fellow employees in FBs in Sri Lanka

#### **Interview Questions**

1. Could you please explain the background of your carrier in this business? (how you became the owner ?).
2. What importance is there in your firm for 'knowledge'? Is knowledge critical for business operation?
3. How do you promote knowledge sharing among employees?
4. How about knowledge sharing activities among employees? Between management and employees?
5. How and what kind of knowledge do employees share among each other?
6. In what ways and when do employees generally share knowledge?
7. As you think, what motivate employees to share their knowledge with their colleagues?
8. As you think, what demotivate employees to share their knowledge with their colleagues?
9. Do you think that managerial activities of the firm really matter in case of employees' KS?
10. What you done so far to promote knowledge sharing? What kind of knowledge you really want to share among employees?
11. Can you share with me about your experience on critical incidents related to KS in the firm?

### **Annexure 03: Questionnaire for Employees (English Version)**

Mr. R H Kuruppuge

Doctoral Student

Department of Management and Marketing

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Czech Republic

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[kuruppuge@yahoo.com](mailto:kuruppuge@yahoo.com) 0718 386 090 (Sri Lanka )

July 15, 2017

Dear Sir/Madam,

Data Collection for Doctoral Studies at Tomas Bata University, Czech Republic

It is an honor for me to write to you in order to obtain your valued ideas, experiences and opinion as data to complete my research study successfully.

I am a Lecturer attached to Department of Operations Management, University of Peradeniya, Sri Lanka. At the same time, as a doctoral student at Tomas Bata University in Czech Republic, I am researching about Knowledge Management in family businesses in Sri Lanka as a partial fulfillment of Doctor of Philosophy (PhD) Degree. .

Further, I am happy to inform you that my research study is totally related to you and your industry. Your response in this regard is imperative to complete the research project successfully and directing you and your industry to better stage which would create added beneficiaries for both in future. Therefore, I earnestly request your valued support by filling in the questionnaire attached herewith.

I strictly assure that the collected data will only be used for the research purpose and it will not be disclosed to any other party at any cost. If you have any queries or further information about this study, please contact me through above contact details.

Thank you in advance for extending your valued contribution to make this effort a success.

Yours Sincerely,

.....

R H Kuruppuge

Org. No

Ref. No.

## Questionnaire

### Please read the following information before answer the questionnaire

- Please try to complete all these questions at a time when you are unlikely to be disturbed. Also, do not spend too long on any question. Your first thought is usually the best answer to a question.
- It is taken only about 15-20 minutes from you to complete the questionnaire.
- Your identification is not shown from the information you provided. Also, all the information you provided will be treated as strictly confident.

### Part I

Please read the following statements and put the  $\checkmark$  & in the relevant cage.

1. Gender

i	Male	
ii	Female	

2. Your age(

3. Years of experience in the business (in this firm)

i	Less than 6 years	
ii	6-12 years	
iii	12-18 years	
iv	Morethan18 years	

4. Personal link to business

i	Close relative of business family	
ii	Relative of business family	
iii	Non - relative of business family	

5. Your position in the business

i	Top level manager	
ii	Middle level manager	
iii	Low level manager	
iv	Non managerial	

6. Years of experience in the position (in this firm)

i	Less than 1 year	
ii	1-5 years	
iv	More than 5 years	

7. Your job orientation

i	Fully labour oriented	
ii	Fully machine oriented	
iv	Machine and labour oriented	

### Part II

Please read the following statements and put the  $\checkmark$  & next to each statement to indicate the extent to which you agree or disagree with the statement.



		Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
<b>Anticipated employee relationships</b>								
1	My knowledge sharing would strengthen the ties between existing members in the organization and myself.							
2	My knowledge sharing would get me well-acquainted with new members in the organization.							
3	My knowledge sharing would expand the scope of my association with other members in the organization.							
4	My knowledge sharing would draw smooth cooperation from outstanding members in the future.							
5	My knowledge sharing would create strong relationships with members who have common interests in the organization.							
<b>Sense of self-worth</b>								
6	My knowledge sharing would help other members in the organization to solve problems.							
7	My knowledge sharing would create new business opportunities for the organization.							
8	My knowledge sharing would improve work processes in the organization.							
9	My knowledge sharing would increase productivity in the organization.							
10	My knowledge sharing would help the organization achieve its performance objectives.							
<b>Organizational rewards</b>								
11	I receive monetary rewards in return for my knowledge sharing.							

12	I receive additional points for promotion in return for my knowledge sharing.							
<b>Social tie</b>								
13	I have a very good relationship with my organizational members.							
14	I am very close to my organizational members.							
15	I always hold lengthy discussions with my organizational members.							
<b>Social trust</b>								
16	I know my organizational members will always try and help me out if I get into difficulties.							
17	I can always trust my organizational members to lend me a hand if I need it.							
18	I can always rely on my organizational members to make my job easier.							
<b>Social goals</b>								
19	My organizational members and I always agree on what is important at work.							
20	My organizational members and I always share the same ambitions and vision at work.							
21	My organizational members and I are always enthusiastic about pursuing the collective goals and missions of the whole organization.							
<b>Fairness</b>								
22	I can trust my boss's evaluation to be good.							
23	Objectives which are given to me are reasonable.							
24	My boss doesn't show favoritism to any one.							
<b>Affiliation</b>								

25	Members in my department keep close ties with each other.							
26	Members in my department consider other members' standpoint highly.							
27	Members in my department have a strong feeling of one team.							
28	Members in my department cooperate well with each other.							
<b>Innovativeness</b>								
29	My department encourages suggesting ideas for new opportunities.							
30	My department puts much value on taking risks even if that turns out to be a failure.							
31	My department encourages finding new methods to perform a task.							
<b>Intraorganisational competitiveness</b>								
32	People at my firm felt left out unless they competed with each other.							
33	The competition at my firm was intense.							
34	Fellow employees at my firm did not compete with each other. (R)							
35	The system at my firm made people try to be better than everyone else.							
36	Employees at my firm found it painful when others were getting ahead.							
37	Employees at my firm would try to find out how their peers were being evaluated.							
38	The instructors at my firm did not foster competition between the employees.							
39	Employees at my firm tried to outdo each other at impressing their instructors.							
<b>Employee attitude towards knowledge sharing</b>								

40	My knowledge sharing with other members in the organization is good.							
41	My knowledge sharing with other members in the organization is harmful. (R)							
42	My knowledge sharing with other members in the organization is an enjoyable experience.							
43	My knowledge sharing with other members in the organization is valuable to me.							
44	My knowledge sharing with other members in the organization is a wise move.							
<b>Organizational identification</b>								
45	When someone criticizes my firm, it feels like a personal insult.							
46	I am very interested in what others think about my firm.							
47	When I talk about my firm, I usually say “we” rather than “they.”							
48	This firm’s successes are my successes.							
49	When someone praises this firm, it feels like a personal compliment.							
50	If a story in the media criticized this firm, I would feel embarrassed.							
<b>Tacit knowledge sharing intentions</b>								
51	I intend to share my experience or knowledge on how from work with my organizational members more frequently in the future.							
52	I always provide my knowledge on where or know-whom at the request of my organizational members.							
53	I try to share my expertise from my education or training with my organizational members in a more effective way.							
<b>Explicit knowledge sharing intentions</b>								

54	I share my work reports and official documents with members of my organization more frequently in the future.							
55	I always provide my manuals, methodologies and models for members of my organization.							

**Thank you for valued cooperation!**

## Annexure 04: Questionnaire for Employees (Sinhalese Version)

ආර්. එච්. කුරුප්පුගේ

පශ්චාත් උපාධි අපේක්ෂක

කළමනාකරණ සහ අලෙවි දෙපාර්තමේන්තුව

කළමනාකරණ සහ ආර්ථික විද්‍යා පීඨය

තෝමස් බාටා විශ්ව විද්‍යාලය

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2017 ජූලි 15

මහත්මයාණෙනි/මහත්මියනි,

**වෙක් ජනරජයේ තෝමස් බාටා විශ්ව විද්‍යාලයේ පශ්චාත් උපාධි අධ්‍යයනය සඳහා දත්ත රැස් කිරීම**

මාගේ අධ්‍යයනය සාර්ථකව නිම කිරීමට ඔබගේ වටිනා අදහස් සහ අත්දැකීම් දත්ත වශයෙන් යොදා ගැනීම සඳහා ඔබ ඇමතීම මට මහත් ගරුත්වයකි.

මම ශ්‍රී ලංකාවේ පේරාදෙණිය විශ්ව විද්‍යාලයේ මෙහෙයුම් කළමනාකරණ දෙපාර්තමේන්තුවට අනුයුක්තව සේවය කරන කටීකාවාර්යවරයෙකි. එමෙන්ම, වෙක් ජනරජයේ තෝමස් බාටා විශ්ව විද්‍යාලයේ පශ්චාත් උපාධි අපේක්ෂක ශිෂ්‍යයෙකු වන අතර දර්ශනශූර් උපාධි පාඨමාලාවේ එක් අංශයක් වශයෙන් ශ්‍රී ලංකාවේ පවුල් ව්‍යාපාර කළමනාකරණය පිළිබඳ පර්යේෂණයක නිරතව සිටිමි.

තවද මාගේ පර්යේෂණ අධ්‍යයනය සම්පූර්ණයෙන්ම ඔබ සහ ඔබගේ ව්‍යාපාරය හා සම්බන්ධ වන්නකි. එම නිසා මේ සම්බන්ධයෙන් ඔබ දක්වන ප්‍රතිචාරය ඉතා වැදගත් වන අතර එය ඔබගේ ව්‍යාපාරයේ අනාගත අභිවෘද්ධිය සඳහා ප්‍රතිලාභීන් නිර්මාණය වීම කෙරෙහිද ධනාත්මකව බලපානු ඇත. එම නිසා මේ සමග ඇති ප්‍රශ්නාවලිය සම්පූර්ණ කිරීමෙන් මා හට සහයෝගය ලබා දෙන මෙන් ඔබගෙන් කාරුණිකව ඉල්ලා සිටිමි.

ඔබගෙන් ලබා ගන්නා දත්ත පර්යේෂණ අරමුණු උදෙසා පමණක්ම යොදා ගන්නා බවත් එම දත්ත වෙනත් කිසිදු පාර්ශවයක් වෙත කිසිදු අකාරයකින් හෝ ලබා නොදෙන බවටත් මම අවධාරණයෙන් යුක්තව ප්‍රකාශ කරමි. මේ සම්බන්ධව ඔබට ගැටලුවක් හෝ ප්‍රශ්නයක් වේ නම් කාරුණිකව ඉහත සඳහන් ඊමේල් හෝ දුරකථන මාර්ගයෙන් මා වෙත සම්බන්ධ වන ලෙස කාරුණිකව ඉල්ලා සිටිමි.

මෙම ප්‍රයත්නය සාර්ථක කර ගැනීම සඳහා ඔබ දක්වන සහයෝගයට ස්තූති පූර්වක වෙමි.

මෙයට,

විශ්වාසී,

.....

ආර්. එච්. කුරුප්පුගේ

සංවිධාන අංකය

ප්‍රතිග්‍රහණ අංකය

## ප්‍රශ්නාවලිය

### ප්‍රශ්නාවලිය සම්පූර්ණ කිරීමට පෙර කරුණාකර පහත තොරතුරු කියවන්න

- ඔබට බාධාකාරී නොවන අවස්ථාවකදී සියලුම ප්‍රශ්නවලට පිළිතුරු ලබා දීමට උත්සාහ කරන්න. එමෙන්ම කිසිදු ප්‍රශ්නයක් වෙනුවෙන් වැඩි කාලයක් වැය නොකරන්න. සාමාන්‍යයෙන් පළමුව සිතියට නැගෙන පිළිතුර හොඳම පිළිතුර වේ.
- මෙම ප්‍රශ්නාවලිය සම්පූර්ණ කිරීමට ඔබට මිනිත්තු 15-20 ක කාලයක් පමණක් වැය වනු ඇත.
- ඔබ ලබාදෙන තොරතුරු මගින් ඔබගේ අනන්‍යතාවය හෙළි නොවන අතර ඔබ සපයන තොරතුරු සියල්ල ඉතා රහසිගතව පවතිනු ඇත.

## I කොටස

පහත ප්‍රකාශ කියවා අදාළ කොටුවේ (✓) ලකුණ යොදන්න.

1. ස්ත්‍රී පුරුෂ භාවය

i	පුරුෂ	
ii	ස්ත්‍රී	

2. ඔබගේ වයස :

3. මෙම ව්‍යාපාරයේ අත්දැකීම් ලබා ඇති කාලය

i	වසර 60 අඩු	
ii	වසර 6 -12	
iii	වසර 6 -18	
iv	වසර 180 වැඩි	

4. ව්‍යාපාරයට ඇති පුද්ගලික සම්බන්ධතාවය

i	ව්‍යාපාරික පවුලේ සම්පතම ශ්‍රේණියෙකි.	
ii	ව්‍යාපාරික පවුලේ ශ්‍රේණියෙකි.	
iii	ව්‍යාපාරික පවුලේ ශ්‍රේණියෙක් නොවේ.	

5. ව්‍යාපාරය තුළ ඔබගේ තනතුර

i	ඉහළ ශ්‍රේණියේ කළමනාකරු	
ii	මධ්‍යම ශ්‍රේණියේ කළමනාකරු	
iii	පහළ ශ්‍රේණියේ කළමනාකරු	
iv	කළමනාකරු නොවන	

6. මෙම ව්‍යාපාරයේ මෙම තනතුරෙහි අත්දැකීම් ලබා ඇති කාලය

i	වසරකට අඩු	
ii	වසර 1-5 අතර	
iv	වසර 5 ට වැඩි	

7. ඔබගේ රැකියා අභිමුඛතාවය

i	පූර්ණ සේවක අභිමුඛ	
ii	පූර්ණ යන්ත්‍ර සූත්‍ර අභිමුඛ	
iv	යන්ත්‍ර සූත්‍ර සහ සේවක අභිමුඛ	

**II කොටස**

කරුණාකර පහත ප්‍රකාශ කියවා ඔබ එම ප්‍රකාශ සමග කොතෙක් දුරට එකඟ වන්නේද /නොවන්නේද යන්න අදාළ කොටුව තුළ (✓) ලකුණ යෙදීම මගින් දක්වන්න.

		තරයේ එකඟ නොවෙමි	එකඟ නොවෙමි	යම් තාක් දුරට එකඟ නොවෙමි	කිව නොහැක	යම් තාක් දුරට එකඟ වෙමි	එකඟ වෙමි	තරයේ එකඟ වෙමි
<b>අපේක්ෂිත සේවක සම්බන්ධතා</b>								
1	මාගේ දැනුම බෙදා ගැනීම මගින්, මම සහ සංවිධානයේ සිටින සාමාජිකයන් අතර බැඳීම ශක්තිමත් වේ.							
2	මාගේ දැනුම බෙදා ගැනීම මගින්, සංවිධානයේ නව සාමාජිකයන් හට මා පිළිබඳ දැන ගත හැකි වේ.							
3	මාගේ දැනුම බෙදා ගැනීම මගින්, සංවිධානයේ වෙනත් සාමාජිකයන් සමග වන සහයෝගීතාවය පුළුල් වේ.							
4	මාගේ දැනුම බෙදා ගැනීම මගින්, අනාගතයේ විශිෂ්ඨ සාමාජිකයන් සමග වන සහයෝගීතාවය පුළුල් වේ.							
5	මාගේ දැනුම බෙදා ගැනීම මගින්, සංවිධානය කෙරෙහි උනන්දුවක් දක්වන සාමාජිකයන් සමග ශක්තිමත් සබඳතා ඇති වේ.							
<b>ආත්ම අභිමානය පිළිබඳ හැඟීම</b>								
6	මාගේ දැනුම බෙදා ගැනීම මගින් සංවිධානයේ අනෙකුත් සාමාජිකයන්ගේ ගැටලු නිරාකරණය කර ගැනීමට ඉවහල් වේ.							
7	මාගේ දැනුම බෙදා ගැනීම මගින් සංවිධානයට නව ව්‍යාපාර අවස්ථා සැලසේ.							
8	මාගේ දැනුම බෙදා ගැනීම මගින් සංවිධානයේ වැඩ ක්‍රියාවලිය වර්ධනය වේ.							
9	මාගේ දැනුම බෙදා ගැනීම මගින් සංවිධානයේ ඵලදායීතාවය වර්ධනය වේ.							
10	මාගේ දැනුම බෙදා ගැනීම මගින් සංවිධානයට එහි කාර්ය සාධන අරමුණු කරා ළඟා වීම පහසු වේ.							
<b>සංවිධානයේ ප්‍රතිලාභ</b>								



11	මාගේ දැනුම බෙදා ගැනීම මගින් මා හට මූල්‍යමය ප්‍රතිලාභ හිමි වේ.								
12	මාගේ දැනුම බෙදා ගැනීම මගින් මා හට උසස්වීම් සඳහා ලකුණු හිමි වේ.								
<b>සමාජ බැඳීම</b>									
13	මා සහ සංවිධානයේ සාමාජිකයන් සමග ප්‍රබල බැඳීමක් ඇත.								
14	මම සංවිධානයේ සාමාජිකයන් සමග ඉතා සමීප සබඳතාවයක් ඇත.								
15	මම සෑම විටම සංවිධානයේ සාමාජිකයන් සමග තරමක් දුරස්ථ සිටිමි.								
<b>සමාජ විශ්වාසය</b>									
16	මාගේ දුෂ්කරතාවයන්හිදී මාගේ සංවිධානයේ සාමාජිකයන් මා හට උදව් කරන බව මම දනමි.								
17	මට අවශ්‍ය ඔහුම අවස්ථාවකදී මාගේ සංවිධානයේ සාමාජිකයන්ගේ උදව් ලබා ගත හැකි බව මම දනමි.								
18	මාගේ වෘත්තීය වඩා පහසු කර ගැනීම සම්බන්ධයෙන් මම මාගේ සංවිධානයේ සාමාජිකයන් පිළිබඳව දැඩි විශ්වාසය තබමි.								
<b>සමාජ අරමුණු</b>									
19	වැඩ කිරීමේදී වඩා වැදගත් කුමක්ද යන වග පිළිබඳව මම සහ මාගේ සංවිධානයේ සාමාජිකයන් අතර සෑම විටම එකඟත්වයක් ඇත.								
20	වැඩ කිරීමේදී මම සහ මාගේ සංවිධානයේ සාමාජිකයන් අතර සෑම විටම දැක්ම සහ අභිමතාථිථ හුවමාරු වේ.								
21	සහ මාගේ සංවිධානයේ සාමාජිකයන් අතර සෑම විටම සංවිධානයේ අරමුණු සහ මෙහෙවර සාක්ෂාත් කර ගැනීමෙහි ලා උත්සාහයෙන් කටයුතු කරයි.								
<b>සාධාරණත්වය</b>									
22	මාගේ ප්‍රධානියාගේ ඇගයීම් ක්‍රමවේදය පිළිබඳව මට විශ්වාසය තැබිය හැක.								
23	මා හට ලබා දී ඇති අරමුණු සාධාරණය.								

24	මාගේ ප්‍රධානියා කිසිවෙකුටත් විශේෂත්වයක් නොදක්වයි.								
<b>සම්බන්ධතාවය</b>									
25	මාගේ දෙපාර්තමේන්තුවේ සාමාජිකයන් එකිනෙකාට සමීපය.								
26	මාගේ දෙපාර්තමේන්තුවේ සාමාජිකයන් අනෙක් අයගේ අදහස්වලට ගරු කරයි.								
27	මාගේ දෙපාර්තමේන්තුවේ සාමාජිකයන් අතර ශක්තිමත් කණ්ඩායම් හැඟීමක් ඇත.								
28	මාගේ දෙපාර්තමේන්තුවේ සාමාජිකයන් එකිනෙකා සමග සහයෝගයෙන් වැඩ කරයි.								
<b>නව නිර්මාණ</b>									
29	මාගේ දෙපාර්තමේන්තු නව අවස්ථා සඳහා අදහස් ඉදිරිපත් කිරීම දිරිමත් කරයි.								
30	මාගේ දෙපාර්තමේන්තුව අසාර්ථක විය හැකි වුවද අවදානම් භාර ගැනීමට කැමතිය.								
31	මාගේ දෙපාර්තමේන්තුව නව ක්‍රමවේද සෙවීම දිරිමත් කරයි.								
<b>සංවිධාන අතර තරගකාරීත්වය</b>									
32	එකිනෙකා අතර තරගකාරීත්වයක් නොමැති නම් ඔබ ආයතනයේ පුද්ගලයින්ට එය හැරයාමේ හැඟීමක් ඇති වේ.								
33	ඔබ ආයතනයේ විශාල තරගකාරීත්වයක් පැවතුණි.								
34	ඔබ ආයතනයේ සාමාජික සේවකයන් එකිනෙකා අතර තරගයක් හැත. (R)								
35	ඔබ ආයතනයේ ක්‍රමවේදය සැකසී ඇත්තේ එක් අයෙකු අනෙක් අයට වඩා ඉදිරියට යාමට උත්සාහ කරන ආකාරයටය.								
36	අනෙක් අය ඉදිරියට යන විට ඔබ ආයතනයේ සේවකයින්ට වේදනාකාරී හැඟීමක් ඇති වන බව පෙනේ.								
37	ඔබ ආයතනයේ සේවකයින්ට තමන්ගේ ඇගයුම් ක්‍රමවේදය පිළිබඳව දැන ගැනීමේ උනන්දුවක් පවතී.								

38	ඔබ ආයතනයේ උපදේශකයින් සේවකයින් අතර කරගතැරිත්වයක් නිර්මාණය නොකරයි. (R)							
39	ඔබ ආයතනයේ සේවකයින් එකිනෙකා උපදේශකයින් තුළ නමත් පිළිබඳ ඇති කරන හැඟීම තුළින් ඉහළට යාමට උත්සාහ කරයි.							
<b>දැනුම බෙදා ගැනීම පිළිබඳ සේවක ආකල්පය</b>								
40	සංවිධානයේ අනෙකුත් සාමාජිකයන් සමග මගේ දැනුම බෙදා ගැනීම යහපත්ය.							
41	සංවිධානයේ අනෙකුත් සාමාජිකයන් සමග මගේ දැනුම බෙදා ගැනීම හානිකරය.							
42	සංවිධානයේ අනෙකුත් සාමාජිකයන් සමග මගේ දැනුම බෙදා ගැනීම සතුටුදායක අත්දැකීමකි.							
43	සංවිධානයේ අනෙකුත් සාමාජිකයන් සමග මගේ දැනුම බෙදා ගැනීම මා හට වැදගත් වේ.							
44	සංවිධානයේ අනෙකුත් සාමාජිකයන් සමග මගේ දැනුම බෙදා ගැනීම ශ්‍රේණාන්විත ක්‍රියාවකි.							
<b>සංවිධානයේ හඳුනාගැනීම</b>								
45	යමෙක් ඔබගේ ආයතනය විවේචනය කරයි නම් එය ඔබට පුද්ගලිකව කරන විවේචනයක් ලෙස හැරේ.							
46	මාගේ ආයතනය සම්බන්ධයෙන් අනෙක් අය දරන මතය දැන ගැනීම සම්බන්ධයෙන් මා තුළ උනන්දුවක් පවතී.							
47	මාගේ ආයතනය සම්බන්ධයෙන් කථා කරන විට මම භාවිතා කරන්නේ “ඔවුන්” යන්නට වඩා “අප” යන්නය.							
48	මෙම ආයතනයේ සාර්ථකත්වය මාගේ සාර්ථකත්වයයි.							
49	යමෙක් මෙම ආයතනය ඇගයීමකට ලක් කරන විට එය පුද්ගලිකව කරන ඇගයුමක් ලෙස දැනේ.							
50	මෙම ආයතනය මාධ්‍ය මගින් විවේචනය කරයි නම් එමගින් මම අපහසුතාවයකට ලක් වෙමි.							
<b>අප්‍රකාශිත දැනුම බෙදා ගැනීමේ අරමුණු</b>								

51	අනාගතයේදී මාගේ සංවිධානයේ සාමාජිකයන් සමග වැඩ කිරීමේදී දැනුම බෙදා ගන්නා ආකාරය පිළිබඳව මම සැලසුම් කරමි.							
52	මාගේ සංවිධානයේ සාමාජිකයන්ගේ ඉල්ලීම් අනුව ඕනෑම අවස්ථාවක මම මගේ දැනුම ලබා දෙමි.							
53	මම මගේ අධ්‍යාපනය සහ පුහුණුව තුළින් ලද ප්‍රවීණතාවය සංවිධානයේ සාමාජිකයන්ගේ සමග වඩාත් ඵලදායී ලෙස බෙදා ගැනීමට උනන්දු වෙමි.							
<b>ප්‍රකාශිත දැනුම බෙදා ගැනීමේ අරමුණු</b>								
54	මම මගේ වාර්තා සහ රාජකාරී ලිපි ලේඛන සංවිධානයේ සාමාජිකයන්ගේ සමග නිරන්තරයෙන් බෙදා ගනිමි.							
55	මම මගේ අත්පොත්, ක්‍රමවේද සහ ආදර්ශ සංවිධානයේ සාමාජිකයන්ගේ වෙත නිරන්තරයෙන් ලබා දෙමි.							

**ඔබගේ දැක්වූ සහයෝගයට ස්තූතියි !**



Ravindra Hewa Kuruppuge

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Doctoral Thesis

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