The Relationship of Motivation Factors to Knowledge Sharing among Employees of Saudi Arabia's Public Sector

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Abstract
Objectives: The study aims to reveal the relationship of motivation to factors of intrinsic and extrinsic knowledge sharing among employees of Saudi Arabia’s Public Sector. Methods: The study was conducted on a simple random sample of (400) public servants. The questionnaire was used as a main tool for this study. Findings: The study concluded that there is a correlation between motivation and internal factors of knowledge sharing, most notably (good relations among employees, trust, success of work and honesty). Applications: The study also found a relationship between the methods of motivation and the factors of external knowledge sharing, most notably (justice, encouragement and support, employee’s participation in decision-making, and job security).

Keywords: External Factors, Internal Factors, Motivation, Knowledge Sharing, Saudi Arabia’s Public Sector

1. Introduction

Knowledge is the driving force and influential factor of organizations. Therefore, organizations seek to generate and create it among their employees where knowledge is a major source of innovation and a competitive advantage that many organizations seek to invest in. Many organizations often fail to make optimal investments in knowledge.

It is noteworthy that has mentioned that knowledge sharing is the power, not knowledge itself. Employees need to be encouraged to actively engage with each other to become more productive.

Knowledge possessed by individuals does not easily become organizational knowledge even with the implementation of knowledge repositories, so some staff tends to hoard knowledge for various reasons.

Knowledge sharing is therefore one of the most important and critical processes in knowledge management. There is therefore a very urgent need to understand the factors that influence the activities of the employees' desire to share knowledge with others.

Knowledge sharing process is influenced by the nature of knowledge, both implicitly and explicitly, as well as in the dynamics and social structure of knowledge. Also, has mentioned that motivation, information technology, trust and leadership are factors that influence knowledge sharing.

As well reported that there are many factors that influence knowledge sharing:

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1. Personal characteristics of employees where they affect access to knowledge and knowledge sharing among employees.7

2. The mechanism of the process of sharing knowledge itself and what it entails so that the availability of knowledge is the decisive element in the sharing of knowledge, the person who sends knowledge is either a provider of knowledge and thus plays a role of mono or provider and interactive in the transfer of knowledge to the recipient and here is a bilateral interaction.6

Some studies have confirmed that the main reason is that these organizations are focusing on technology-based solutions and the omission of the human element and ways of motivating it.8,3

Motivation is one of variables that may increase incentives and motives among employees for knowledge sharing in case of appropriate and suitable methods are included. In the light of what has been confirmed by previous studies of the neglect of the human element and its motivation, the desire is generated to try to reveal the relationship between motivation and knowledge sharing in the Saudi public sector and what are the best models that can increase knowledge sharing among employees of Saudi Arabia’s Public Sector.2

3. Previous Studies

The concept of knowledge sharing is one of the concepts that support the transfer of ideas and experiences in the work environment. The success of different sectors in organizations cannot achieve its goals without effective and clear participation among employees and in the absence of motivation to share knowledge by some employees, the problem of study has been crystallized in the main question: What is the relationship of motivation to knowledge sharing in Saudi Arabia’s public sector?

2. Problem of Study

From the reality of female-researcher’s employment in the government (public) sector and noting that there is a lack of desire of some of the experienced employees to share their experiences with others, which contribute to solving the problems of work, which in turn achieves achievement and accomplishment of the objectives of the work and development and with the fact that the experts represent the intellectual capital of the organization, the lack of their desire to share knowledge is problematic results in the loss of many experiences whether by retirement or replacement.

The most effective method to quantify trust: the permeation model connected to intra-hierarchical information sharing systems

Reason - The present paper means to investigate how to gauge trust as a receptivity drive in an intra-authoritative information imparting system to the assistance of self-created calculations of demonstrating permeations.

Plan/Strategy/Approach - In this paper, a totally new strategy is connected. PC programming has been created to mimic the system and ascertain the permeation limits by consolidating its qualities, consequently uncovering what and to what degree availability and trust, individually, impact learning sharing.

Discoveries - The application of computer modelling to build up a percolation network is useful for answering questions about the determinants of knowledge sharing. Arguably, the authors demonstrate how the applied new methodology is superior in addressing how to measure the critical values of trust, connectivity and interaction issues, as well as leading to better insights about how these can be managed. The present paper confirms that trust is an essential factor influencing knowledge sharing and that there is a reciprocal effect between social interaction and trust.10

Knowledge sharing and effective commitment: the mediating role of psychological ownership

Reason – The motivation behind this paper is to examine the pondering job of mental possession which incorporates both association based mental proprietorship (OPO) and learning based mental possession (KPO) on
the connection between emotional responsibility and information sharing.

**Plan/strategy/approach** – This paper is an exact examination dependent on auxiliary condition displaying, with an example of 293 workers from 31 high-innovation firms in China.

**Discoveries** – The outcome demonstrated that full of feeling responsibility had a critical beneficial outcome on OPO however no impact on KPO; OPO was emphatically identified with both normal and key learning sharing, while KPO applied a negative effect on both; basic information sharing was decidedly identified with key learning sharing; the connection between emotional duty and key learning sharing was multi-intervened by OPO and basic learning sharing. Creativity/esteem – OPO and KPO assume a basic job in exchanging the impact of workers’ full of feeling responsibility to normal information sharing and key learning sharing, which unwinds the blackbox of how powerful duty influences learning sharing.

**The roles of learning in stimulating knowledge sharing at Small and medium-sized enterprises (SMEs)**

**Reason** – The motivation behind this examination is to explore the impact of individual factors as an impetus for learning sharing conduct. The point of this examination was to give an important reference to scholastics to improve existing practices, share information and advance comprehension about learning partaking in SMEs.

**Plan/philosophy/approach** – A field examine included little and medium undertakings. Connected to an example of (305) people. The poll was utilized as a noteworthy estimation device in this examination.

**Discoveries** – One of the most significant discoveries of this examination was the huge impact of instruction on information sharing among SME workers. Singular components significantly affect the conduct of learning sharing.

**How Intellectual Stimulation Effects Knowledge Sharing, Innovation and Firm Performance**

**Reason** – The motivation behind this paper decide if the scholarly incitement can impact development which is intervened by learning sharing, and whether advancement can improve an association’s act.

**Structure/technique/approach** – The model tried on the 56 proprietors of little and medium undertakings (SMEs) in Tegal, Indonesia. Using purposive inspecting procedure, with the accompanying criteria, organization has workforce 5 to 100 individuals, occupied with the metal and apparatus industry, excluding to outside claimed organizations. Programming examination strategies PLS (Partial Least Square) are utilized in this exploration.

**Discoveries** – The last outcomes show that there are beneficial outcomes on scholarly incitement, experiential sharing and unequivocal information sharing; express learning sharing positively affects item development and item advancement positively affects business execution. While experiential sharing positively affects item advancement, it isn’t huge, so the speculation is rejected. This examination has significant administrative ramifications, the mental boundaries that forestall representatives sharing learning and experience can be upgraded through scholarly incitement of transformational pioneers, for this situation the pioneer to be a good example that can be recreated and copied by subordinates or workers.

**Developing a model for knowledge sharing in research centers**

**Reason** – the point of this investigation is to give a model to KS in research focuses (RCs) that can encourage the worker’s learning sharing conduct (KSB).

**Plan/strategy/approach** – The auxiliary condition demonstrating (SEM) was utilized to evaluate the estimation model and to test the exploration speculations. The examination was connected to an example comprised of (317) complete surveys from research focuses in Iran republic.

**Findings** – The discoveries demonstrate that characteristic and extraneous inspirational variables and expectation to techniques for KS assume a significant job in KSB. At the end of the day, concurrent supply of persuasive components and KS strategies fascinating for representatives lead to their KSB. The SEM affirmed the exploration model and demonstrated a solid match of it. The suggestion exuding from this investigation is that the representatives’ KSB in RCs as a huge part relies upon concurrent providing of inspirational variables (particularly inherent persuasive components) and strategies for KS that are fascinating for workers.
The Influence of employee motivation on knowledge transfer

**Reason** – The motivation behind this paper is to analyze the impact of inherent and extraneous inspiration as determinants of the representatives' learning move with regards to a non-profit association.

**Structure/philosophy/approach** – A contextual analysis technique was utilized to break down a non-profit association. In this unique situation, a subjective and quantitative examination with an example of 76 individuals was performed utilizing the fractional Least Squares Approach (PLS), so as to test the exploration speculations.

**Findings** – The exploration discoveries demonstrate that learning exchange improves through characteristic inspiration, anyway outward inspiration isn't critical on information exchange. This outcome is fascinating holding on for regards to mind that individuals are included with a non-profit association because of inherent reasons instead of for money related prizes. This examination is centered around one association and proposals to other non-profit associations must, in this way, be exceptionally wary. Other than the significance to advance information exchange through inborn inspiration in non-profit associations, the creators prescribe administrators to plan the components to change over implicit learning into express information, to ensure that information stays in the association. Additionally, the creators think about that supervisors in benefit associations can discover these proposals valuable in their specific situation, because of the association's dedication that is made by methods for inherent inspiration.

**4. Study’s Design/Methodology/Approach and Methods of Data Collection**

As a result of the nature of this study in terms of the quality of its variables and sources of information, it is considered one of survey descriptive studies, which is the type of research that is conducted by questioning all members of the research population or a large sample of them in order to describe the phenomenon studied in terms of nature and degree of existence and the conclusion of reasons. Specifically, the study will use the survey approach to collect data among individuals in the society by looking at intellectual production and using content analysis to study related models.

**5. Population and Sample of Study**

The study population is composed of all employees of the Saudi government (public) sector. Due to the multiplicity of government sectors and the variables of the study, it will focus on the knowledge-intensive sectors represented in the Ministry of Education sector where a simple random sample will be selected from the Ministry of Education employees (King Abdulaziz University, North Jeddah University, Bisha University and King Saud University).

**6. Tools of Study**

The questionnaire was used as a main tool for this study and composed of two axes; the first axis focuses on the impact of intrinsic factors that stimulate knowledge sharing, and the second axis focuses on the impact of extrinsic factors that stimulate knowledge sharing.

**7. The Limits of the Study**

Objective Limits: That was limited to motivation and thus was determined by the following: (Intrinsic factors, extrinsic factors, motivational methods) and their relation to the sharing of knowledge and is intended (explicit knowledge - implicit knowledge) and its impact on the motivation of employees in the public sector to share knowledge.

Spatial Limits: Spatial limits were limited to government departments in the Ministry of Education.

Time limits: 2018

**8. (Findings) of Study**

The first question is whether there is a positive relationship with statistical significance of the intrinsic motivation...
To test this question, the statistical method of the arithmetic mean and one-sample T test was used at the significance level: $\alpha = 0.05$

The results of the (T) test were shown in the Table 1. The results reveal (demonstrate) the following:

The p-value = 0.000 is less than the value of ($\alpha = 0.05$) and also the calculated value (T) = 48.662, which is greater than the T-Distribution Table which is = 1.967 at the degree of freedom = 369. This means that there is a statistically significant positive relationship between the intrinsic motivation factors to share knowledge among employees of Saudi Arabia’s public sector.

Also, we find that arithmetic mean = 4.27, namely that the intrinsic factors of motivation have a positive impact on knowledge sharing by 81.75% among employees of Saudi Arabia’s public sector. In other words, the intrinsic motivation factors increase the knowledge sharing among employees of Saudi Arabia’s public sector by 81.75%.

Results of Likert 5-point scale are shown in the following table:

| Statement (Phrase) Strongly Disagree | Degree of Approval | Sample Average Views | Standard Deviation | Weight Percentage % | Degree of Approval | Order of Factors |
|-------------------------------------|--------------------|----------------------|--------------------|---------------------|--------------------|------------------|
| 1. Good relations between employees stimulate knowledge exchange (sharing) between them | T                  | 2                    | 9                  | 128                 | 231                | Strongly Agree 1 |
|                                      | %                  | 0.5                  | 2.4                | 34.6                | 62.4               |                  |
| 2. The success of the work stimulates knowledge sharing among employees | T                  | 2                    | 12                 | 157                 | 199                | Strongly Agree 3 |
|                                      | %                  | 0.5                  | 3.2                | 42.4                | 53.8               |                  |

Table 1. Results of (T) test
|   |   |   |   |   |   |
|---|---|---|---|---|---|
|   | T | 2 | 6 | 108 | 157 | 97 |
| 3. Employees are keen to knowledge sharing so that the institution can fulfill their claims | % | 0.5 | 1.6 | 29.2 | 42.4 | 26.2 |
|   |   | 3.92 | 0.81 | 73.00 | Agree | 18 |
|   | T | 5 | 34 | 93 | 142 | 96 |
| 4. Employees share their knowledge of each other in order to gain respect from their managers | % | 1.4 | 9.2 | 25.1 | 38.4 | 25.9 |
|   |   | 3.78 | 0.97 | 69.50 | Agree | 20 |
|   | T | - | 16 | 80 | 181 | 93 |
| 5. The employee may share his knowledge with others in the interest of a good social standing | % | - | 4.3 | 21.6 | 48.9 | 25.1 |
|   |   | 3.95 | 0.80 | 73.75 | Agree | 17 |
|   | T | 2 | 8 | 57 | 178 | 125 |
| 6. Self-management (such as the ability to organize time) stimulates the sharing of knowledge within the organization | % | 0.5 | 2.2 | 15.4 | 48.1 | 33.8 |
|   |   | 4.39 | 0.81 | 84.75 | Strongly Agree | 8 |
|   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|
|   | T | - | 5 | 19 | 198 | 148 |   |   |   |
| 7 |   | % | - | 1.4 | 5.1 | 53.5 | 40.0 | 4.32 | 0.63 |
| Learning from others motivates employees to share knowledge among them |   |   |   |   |   |   |   |   |   |
|   | T | - | 1 | 30 | 140 | 199 |   |   |   |
| 8 |   | % | - | 0.3 | 8.1 | 37.8 | 53.8 | 4.45 | 0.65 |
| A sense of belonging toward the organization is an important motivation for knowledge sharing |   |   |   |   |   |   |   |   |   |
|   | T | - | - | 32 | 191 | 147 |   |   |   |
| 9 |   | % | - | - | 8.6 | 51.6 | 39.7 | 4.31 | 0.62 |
| Expected knowledge sharing from others when needed has an important motivation for knowledge sharing |   |   |   |   |   |   |   |   |   |
|   | T | 2 | 21 | 98 | 173 | 76 |   |   |   |
| 10 |   | % | 0.5 | 5.7 | 26.5 | 46.8 | 20.5 | 3.81 | 0.84 |
| Employees start sharing knowledge with workmates if workmates first start doing so |   |   |   |   |   |   |   |   |   |
|   | T | - | 4 | 61 | 159 | 146 |   |   |   |
| 11 |   | % | - | 1.1 | 16.5 | 43.0 | 39.5 | 4.21 | 0.74 |
| The confidence of employees in each other that they will not misuse the knowledge motivates them to share knowledge |   |   |   |   |   |   |   |   |   |

Strongly Agree

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|   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|
|   |   |   |   |   |   |   |   |
| 12. The institution having a high degree of credibility motivates knowledge sharing between employees | T | - | 6 | 17 | 147 | 200 |   |
|   | % | - | 1.6 | 4.6 | 39.7 | 5.41 |   |
|   |   |   |   |   |   |   |   |
| 13. The pleasure that employees find when helping their colleagues drives them to share knowledge | T | - | 1 | 29 | 164 | 176 |   |
|   | % | - | 0.3 | 7.8 | 44.3 | 47.6 |   |
|   |   |   |   |   |   |   |   |
| 14. The sense of responsibility and sincerity towards the organization stimulates knowledge sharing with workmates | T | 1 | 3 | 16 | 169 | 181 |   |
|   | % | 0.3 | 0.8 | 4.3 | 45.7 | 48.9 |   |
|   |   |   |   |   |   |   |   |
| 15. Altruism is an important motivation to share knowledge with others | T | 4 | 5 | 60 | 173 | 128 |   |
|   | % | 1.1 | 1.4 | 16.2 | 46.8 | 34.6 |   |
|   |   |   |   |   |   |   |   |
| 16. Employee’s self-confidence is an important incentive for knowledge sharing with others | T | - | - | 18 | 127 | 225 |   |
|   | % | - | - | 4.9 | 34.3 | 60.8 |   |

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| Number | Statement                                                                 | Total | Agree | Strongly Agree | Percentage | Rating |
|--------|---------------------------------------------------------------------------|-------|-------|----------------|------------|--------|
| 17     | The satisfaction of managers in employment to employee’s behavior in knowledge sharing stimulates initiative | 173   | 4.32  | 0.78          | 83.00      | 12     |
| 18     | Taking care of the future of the institution is a motive for knowledge sharing with others in it | 160   | 4.34  | 0.66          | 83.50      | 10     |
| 19     | The sense of belonging towards the institution stimulates the sharing of knowledge with other employees | 173   | 4.38  | 0.64          | 84.50      | 9      |
| 20     | Employees are keen to share knowledge in the organization to gain a good reputation for it and to maintain its reputation and popularity among all other organizations | 155   | 4.27  | 0.71          | 81.75      | 14     |
It is clear from the above table that the elements (items) of intrinsic factors that motivated knowledge sharing among employees of Saudi Arabia's public sector were as follows in descending order according to the average opinion of the study sample and comparing the results in the table of approval limits:

The first of these factors (Good relationships among employees stimulate (motivate) knowledge sharing among them). The opinion was "strongly agree" with average of (4.59). The second factor was (Employee's self-confidence is an important incentive for knowledge sharing with others). The opinion was "strongly agree" with average of (4.56) and then the sequence of the remaining factors as per its usual order and impact as mentioned in the table above (column of order of factors) until we reach the last of these factors and in general we find that the total average responses and opinions of the sample members of the study from employees of Saudi Arabia’s public sector on the impact of intrinsic factors that motivated knowledge sharing were (4.27). In other words, the intrinsic motivation factors increase knowledge sharing among employees of Saudi Arabia’s public sector by (81.75%) and that the intrinsic motivation factors have a very high impact on knowledge sharing among employees of Saudi Arabia’s public sector and we find that the standard deviation of the axis in general is (0.503) and that is a small value. This indicates that there is no difference in the opinion of the sample of the study towards the positive effect of the intrinsic factors that stimulate (motivate) knowledge sharing in general.

The second question: Is there a statistically significant relationship to extrinsic motivation factors on knowledge sharing among employees of Saudi Arabia’s public sector?

To test this question, the statistical method of the arithmetic mean and one-sample T test was used at the significance level: $\alpha = 0.05$.

The results of the question were shown in the table:

| Statement (Phrase) Strongly Disagree | Degree of Approval | Sample Average Views | Standard Deviation | Weight Percentage % | Degree of Approval | Order of Factors |
|--------------------------------------|--------------------|----------------------|-------------------|---------------------|-------------------|-----------------|
| Strongly Disagree | Disagree | Somewhat True | Agree | Strongly Agree |  |  |
| 1. The existence of justice in an organization is an important motivation for knowledge sharing | T | - | 1 | 17 | 139 | 213 | 4.52 | 0.59 | 88.00 | Strongly Agree | 1 |
| | % | - | 0.3 | 4.6 | 37.6 | 57.6 |  |  |  |  |  |  |
|   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|
| 2. Care for the growth and prosperity of the enterprise may be a motive for knowledge sharing | T | - | 2 | 37 | 189 | 142 |
|   | % | - | 0.5 | 10.0 | 51.1 | 38.4 |
|   |   |   |   |   | 4.27 | 0.65 |
|   |   |   |   |   |   | 81.75 |
|   |   |   |   |   |   |   | Strongly Agree |
|   |   |   |   |   |   |   | 8 |
| 3. Employees’ familiarity and awareness of the benefits of knowledge sharing motivates them | T | - | 1 | 29 | 198 | 142 |
|   | % | - | 0.3 | 7.8 | 53.5 | 38.4 |
|   |   |   |   |   | 4.30 | 0.62 |
|   |   |   |   |   |   | 82.50 |
|   |   |   |   |   |   |   | Strongly Agree |
|   |   |   |   |   |   |   | 7 |
| 4. The desire to make others know the quantity of knowledge and information they have is a factor that drives employees to share knowledge | T | 1 | 11 | 50 | 192 | 116 |
|   | % | 0.3 | 3.0 | 13.5 | 51.9 | 31.4 |
|   |   |   |   |   | 4.11 | 0.76 |
|   |   |   |   |   |   | 77.75 |
|   |   |   |   |   |   |   | Agree |
|   |   |   |   |   |   |   | 16 |
| 5. Religious, ethical, and customary factors influence knowledge sharing for religious and moral reasons | T | 1 | 15 | 53 | 168 | 133 |
|   | % | 0.3 | 4.1 | 14.3 | 45.4 | 35.9 |
|   |   |   |   |   | 4.13 | 0.82 |
|   |   |   |   |   |   | 78.25 |
|   |   |   |   |   |   |   | Agree |
|   |   |   |   |   |   |   | 15 |
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| Question                                                                 | T | 4 | 33 | 77 | 174 | 82 | %   | Agree  | Strongly Agree |
|-------------------------------------------------------------------------|---|---|----|----|-----|----|-----|--------|----------------|
| 6. Employees are committed to knowledge sharing because it is one of the requirements of the job they receive a salary from |   |   |    |    |     |    | 3.80| 0.92   | 70.00         |
|                                                                         |   |   | 1.1| 8.9| 20.8| 47.0| 22.2| Agree  | 20             |
| 7. The allocation of financial rewards in exchange for knowledge sharing among employees motivates them |   |   | 1  | 26 | 45  | 145 | 153 |        |                |
|                                                                         |   |   | 0.3| 7.0| 12.2| 39.2| 41.4| Agree  | 14             |
| 8. The allocation of non-financial incentives such as letters of thanks and appreciation and some advantages for knowledge sharing between employees motivate them |   |   | 1  | 10 | 57  | 181 | 121 |        |                |
|                                                                         |   |   | 0.3| 2.7| 15.4| 48.9| 32.7| Agree  | 17             |
| 9. Getting a job promotion is an important motivation for knowledge sharing |   |   | 1  | 9  | 41  | 136 | 183 |        |                |
|                                                                         |   |   | 0.3| 2.4| 11.1| 36.8| 49.5| Agree  | 5              |

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|   | T   | -  | 14 | 45 | 173 | 138 |
|---|-----|----|----|----|-----|-----|
| 10. Employees are keen on knowledge sharing for the purpose of independence and getting more flexibility in the performance of their duties | %   | -  | 3.8 | 12.2 | 46.8 | 37.3 |
|   |   |    | 4.18 | 0.78 | 79.50 | Agree | 12 |
| 11. The desire to accomplish innovative and non-repetitive work is a motivation for knowledge sharing | T   | -  | 11 | 39 | 165 | 155 |
|   | %   | -  | 3.0 | 10.5 | 44.6 | 41.9 |
|   |   |    | 4.25 | 0.76 | 81.25 | Strongly Agree | 10 |
| 12. When an organization's system and approach is based on knowledge sharing, employees will abide by it | T   | -  | 6 | 36 | 184 | 144 |
|   | %   | -  | 1.6 | 9.7 | 49.7 | 38.9 |
|   |   |    | 4.26 | 0.69 | 81.50 | Strongly Agree | 9 |
| 13. Availability of a high degree of job security in the organization will push employees to share knowledge | T   | -  | 5 | 29 | 155 | 181 |
|   | %   | -  | 1.4 | 7.8 | 41.9 | 48.9 |
|   |   |    | 4.38 | 0.69 | 84.50 | Strongly Agree | 4 |
|   |   |   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|---|---|
|   | T |   |   |   |   |   |   |   |   |   |   |
| 14. Employees will be keen to share knowledge when they find support and encouragement from managers |   |   |   |   |   |   |   |   |   |   |   |
|   | T |   |   |   |   |   |   |   |   |   |   |
| 15. Some knowledge sharing professionals are keen to attract attention to them |   |   |   |   |   |   |   |   |   |   |   |
| 16. The desire to assume more responsibilities may motivate workers to share knowledge |   |   |   |   |   |   |   |   |   |   |   |
| 17. The desire for good reputation drives employees to share knowledge |   |   |   |   |   |   |   |   |   |   |   |
| 18. Employees may share knowledge in order to apply for leadership positions in the organization |   |   |   |   |   |   |   |   |   |   |   |
| 19. Employees are keen to share knowledge when their manager is a highly competent and qualified person |   |   |   |   |   |   |   |   |   |   |   |

|   |   |   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|---|---|
|   | T |   |   |   |   |   |   |   |   |   |   |
| 14. Employees will be keen to share knowledge when they find support and encouragement from managers |   |   |   |   |   |   |   |   |   |   |   |
|   | T |   |   |   |   |   |   |   |   |   |   |
| 15. Some knowledge sharing professionals are keen to attract attention to them |   |   |   |   |   |   |   |   |   |   |   |
| 16. The desire to assume more responsibilities may motivate workers to share knowledge |   |   |   |   |   |   |   |   |   |   |   |
| 17. The desire for good reputation drives employees to share knowledge |   |   |   |   |   |   |   |   |   |   |   |
| 18. Employees may share knowledge in order to apply for leadership positions in the organization |   |   |   |   |   |   |   |   |   |   |   |
| 19. Employees are keen to share knowledge when their manager is a highly competent and qualified person |   |   |   |   |   |   |   |   |   |   |   |
It is clear from the above table that the elements (items) of extrinsic factors that motivated knowledge sharing among employees of Saudi Arabia's public sector were as follows in descending order according to the average opinion of the study sample and comparing the results in the table of approval limits:

The first of these factors (The existence of justice in an organization is an important motivation for knowledge sharing). The opinion was “strongly agree” with average of (4.52). The second factor was (Employees will be keen to share knowledge when they find support and encouragement from managers). The opinion was “strongly agree” with average of (4.39) and then the sequence of the remaining factors as per its usual order and impact as mentioned in the table above (column of order of factors) until we reach the last of these factors that is (Employees are committed to knowledge sharing because it is one of the requirements of the job they receive a salary from) where the opinion was “agree” with average of (3.80) i.e. employees perform that at 70.00%. In general, we find that the total average responses and opinions of the sample members of the study from employees of Saudi Arabia's public sector on the impact of intrinsic factors that motivated knowledge sharing were (4.22). In other words, the extrinsic motivation factors increase knowledge sharing among employees of Saudi Arabia's public sector by (80.50%) and that the extrinsic motivation factors have a very high impact on knowledge sharing among employees of Saudi Arabia's public sector and we find that the standard deviation of the axis in general is (0.546) and that is a small value. This indicates that there is no difference in the opinion of the sample of the study towards the positive effect of the extrinsic factors that stimulate (motivate) knowledge sharing in general.

9. Summary of Findings (Conclusions)

The findings (conclusions) of the study are consistent to some extent with most of the studies on the effect of the
self-factor in motivating employees and increasing knowledge sharing. This study has shown a strong relationship between intrinsic motivation factors and knowledge sharing among employees of Saudi Arabia’s public sector as follows: (Good relationships among employees, trust (confidence), success of work, reliability, sense of belonging to the organization, sense of responsibility and appreciation by managers).

As for extrinsic factors of motivation, the study has shown that the most important of these factors is (justice, encouragement, support and participation of employees in decision-making, job security, promotion, efficient leadership and organizational culture).

In has mentioned that one of the most important factors affecting knowledge sharing (individual dimension) such as awareness, trust, personality, job satisfaction and (institutional dimension) set in support management and reward.

The findings (conclusions) also show the importance of the individual dimension and the institutional dimension in the process of sharing knowledge through the previous factors. When analyzing intrinsic and extrinsic factors to stimulate (motivate) knowledge sharing, these factors can be classified into several dimensions:

**First: Individual Dimension:** It includes (Good relationships among employees, trust (confidence), success of work, reliability, sense of belonging to the organization, sense of responsibility and appreciation by managers).

**Second: Organizational dimension:** It includes organizational culture, promotion, justice, equality, efficient leadership, job security and employees’ participation in decision making.

**Third: Technological dimension:** It includes the use of modern means of communication, the use of databases and the use of modern communication messages.

Each dimension has mechanisms to motivate employees to share knowledge according to the nature and location of this dimension in the organization. In a study on six postgraduate institutions in Pakistan, Ludhi mentioned that there are a number of important and critical factors in the process of sharing knowledge among individuals on the basis that the individual is one of important components (elements) in knowledge sharing. He reported that mutual respect, equality and non-discrimination are important in stimulating and developing interaction in knowledge sharing. Ludhi’s institutional dimension is reflected in policies and organizational culture and the ability to develop them.

The individual dimension is the criterion that determines the effectiveness and availability of the organizational and technological dimensions, since the sense of belonging is only inspired by the existence of appropriate laws and legislations that guarantee fairness, equality and appreciation from managers. This appreciation cannot be obtained in the absence of competent leaders that are chosen according to specific standards. Honesty and good relations require a technology that supports communication between the members of the organization and a good organizational culture and is consistent with the goals and orientations of the organization within a set of values and clear visions. Thus, the individual dimension, including the incentive methods, is the dimension that shows the impact both organizational and technological dimensions.

**10. Recommendations**

The needs and requirements of employees and methods of motivating them are to be considered because of their effective impact in sharing their knowledge with others as well as the emphasis on establishing a culture of organizational support for participation. The efficient leadership seeks to achieve knowledge sharing within one team and take into account the technological aspects in support of the transfer of knowledge and stabilization of effective communication. It seeks to improve work systems in order to achieve job security and loyalty to the organization within appropriate mechanisms that raise and stimulate employees’ sharing of their knowledge with others.

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