

The Impact of Knowledge Sharing on Performance of Public Sector Employees in Sri Lanka: Evidence from Sri Lankan State Sector Employees

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Abstract— Technological advances in the 21st century has increased the significance of the process of accessing and evaluating knowledge. Knowledge sharing has become vital factor in individual level as much as is in organizational level. Effective knowledge sharing in case of employees of an organization makes a positive impact on the realization of goals set by the organization. Knowledge sharing positively affects the performance of the employees who work to reach organizations' goals. This study focusses on the impact of knowledge sharing on employee performance in government organization. The general objectives of the study are to identify the impact of knowledge sharing on employee performance and to identify the relationship between knowledge sharing and employee performance in state sector. This study uses individual (knowledge self-efficacy, enjoyment in helping others), organizational (management support, organization rewards, organizational culture) and technology (use of information and communication technology) factors as enablers of knowledge sharing process. The descriptive research design adopted aimed at survey facts of knowledge sharing. According to the findings, Individual factors, Organizational factors and Technological factors relate positively employee performance in the organization (Significant at the 0.05 or 0.01 levels) Moreover, according to R² of the multiple regression analysis, impact toward dependent variable from the independent variables is around 53% (R² = 0.53).

Index Terms— Enjoyment in helping others, Employee performance, Information and communication technology, Knowledge self-efficacy Management support, Organizational rewards, Organizational culture

I. INTRODUCTION

Knowledge is being considered as one of the most important drivers of the economy nowadays and shall within the years of return. Knowledge is continuously generated throughout an organization. To be successful and remain competitive, firms must ensure that knowledge is managed in the most effective manner (Sandhu et al,2010). By knowledge sharing, organization are able to enhance their effectuality, decrease the cost of training and moderate risks because of

lack of certainty. As an example, an organization can cut back their budget, by causation a number of individuals to various workshops or any others seminars and conferences and then they will share their knowledge with their coworkers (Osmani.M, et al 2014).

From different researchers' point of view, the terribly important and vital factor in developing and sustaining competition is knowledge (Fang, et al, 2007). Knowledge management in an organization is an approach to make a competitive edge. Therefore, knowledge sharing is a crucial factor and engaging people for knowledge sharing is effective for knowledge sharing (Alavi et al,2002). Many researchers agreed regarding the dependency of knowledge sharing on different characteristics of the individual like his expertise, values, intentions, views and motivational factors. Motivation is a factor that encourage an individual to share his/her knowledge with other employees at workplace (Wasko et al,2005). From knowledge sharing perspective, it refers to the culture and environment of an organization vital to foster knowledge sharing like different rewards which an organization connected with knowledge sharing (Bartol et al, 2002) support, motivation and encouragement from upper management for knowledge sharing (Mary MacNeil, 2004) and supportive leadership style (Taylor et al, 2004). Knowledge sharing process may be outlined as "a process that assists employees in exchange of knowledge and creation of knowledge" (van den Hooff et al, 2004). Knowledge sharing includes on demand and supply of new knowledge (Ardichvili, et al, 2003). Van den Hooff et al., (2004) also suggested that the knowledge sharing process consist of the subsequent dimensions: Donation of knowledge and collection of knowledge. Sharing of personal knowledge, skills, ideas, intellectual capital by individuals with others is called knowledge donating whereas consulting with other employees and collecting their skills, ideas, intellectual capital to support one's own work is called knowledge collecting. Each these processes are vigorous and



active-gaining something from others what others apprehend or delivering something to others what one is aware of.

Over the past many years, the nature of the work organizations has been rapidly changing. Today's work environment is more complex as a result of we now need to attend daily to the increase in the number of subjective knowledge items. Knowledge has become progressively more valuable than more traditional physical or tangible assets (Dalkir.K,2005). Due to this access to knowledge is more and more vital to employees. The process of implementing knowledge sharing will not only increase the competitive advantage of the public sector organizations but also the employees' competencies. Knowledge sharing provides a better opportunity for the workers to boost their skills by working together while improving their own performance (Gold, A et al, 2001). In today context most of the employees are knowledgeable but they doing similar jobs for a considerable period of time. They do not attempt to develop their skills, experiences to move on their career. They would gain similar benefits from their jobs because of lack of knowledge. Furthermore, organizations often hire bright people and then isolate them or burden them with tasks that leave no time for conversation and little time for thought (Davenport et al,1998). In addition, as in observe, owners of knowledge share knowledge by selection. Sometimes, the owner of knowledge will find it impossible to not to share even though he is not willing to share (Shiah-Hou. S, 2006). Without adequate knowledge, the public sector organizations might not be able to perform their duties and responsibilities to serve the general public customers with excellent and high standards of services. Besides, lack of knowledge in delivering services to the customers can result in a poor quality of services thus increasing the numbers of complaints from the public (Azhar.N, 2012).

Under this situations, management of the organizations believes that they have not enough knowledge about their job role and according to management perspective there can be seen a huge lack of knowledge among junior level more than trained employees. During this regard, special practices for knowledge sharing are developed in several Organizations to help them in achieving employee's performance. the public sector organizations are supposed to develop strengths and overcome barriers in making the participative environment of knowledge sharing to extend their efficiency and be more proactive in delivering quality and superior services to the clients (Azhar.N, 2012). Public sector organizations offered various facilities in order to improve employees' knowledge to assure their continuous performance. Sharing knowledge increases organizational performance. But, if there are no supportive organizational cultural elements for sharing individual knowledge, organizations have to face many difficulties such as new employees would take a long time to adapt to the existing system, employees would repeat same mistakes many times and employees' knowledge would exit

with them once they leave the organization. These all result to delay in work, time consumption and finally, inefficiency and low productivity in the organizations. Therefore, it would be interesting to investigate the existing organizational culture on knowledge sharing in the Public sector. There is a little study both on knowledge management and knowledge sharing in the public sector organizations (McAdam et al ,2000). This could be due to the status of public sector as non-profit organizations (Syed Ikhsan et al, 2004). Hence this study will investigate the impact of knowledge sharing on employee performance in public sector organizations. In addition, this study will provide information for any organizations to learn about knowledge sharing, factors affect knowledge sharing as well as strategies of knowledge sharing. Further the findings of this study will be beneficial for the management to make effective decisions to make strong and valuable human assets in organization.

II. LITERATURE REVIEW

Knowledge is many things to many people. Knowledge is not simply understood, managed or quantified. Indeed, there is no universally accepted definition of Knowledge (Russ.M,2010). Knowledge is more than just information, Additionally, it contains experiences, skills and insights (huysman, et al 2002). Knowledge management is the deliberate and systematic coordination of an organization's individuals, technology, processes, and organizational structure in order to add value through reuse and innovation. This coordination is achieved through creating, sharing, and applying knowledge as well as through feeding the valuable lessons learned and best practices into corporate memory so as to foster continued organizational learning (Dulkir.K,2005). According to Al-Hawamdeh (2003), there are five necessary dimensions in knowledge management activities as Knowledge capture, Knowledge creation, Knowledge use (leverage), Knowledge sharing, and Knowledge retention. In case of knowledge management, knowledge sharing is a vital factor (Al-Hawamdeh, 2003). Sharing knowledge is one of the processes in Knowledge management. It is "the process of transferring knowledge from a person to another in an organization" (Park et al,2003). This transfer could be between individuals, from an individual to a group, within a group, between groups, sections or departments to assist each other in accomplishing different tasks and functions in organizations. Knowledge sharing is fundamental to generate new ideas and develop new business opportunities through socialization and learning process of knowledge workers. As a result, Knowledge sharing can have an affect organization's long-term performance and competitiveness (Du. R et al, 2007). Knowledge sharing presumes a relation between a minimum of two parties, one that possesses knowledge and the other that acquires knowledge. The first party should communicate its knowledge, consciously and willingly or not, in some kind or other. The opposite party should be able to perceive these



expressions of knowledge, and make sense of them (Hendriks.P,1999). this process that is commonly represented as 'knowledge sharing' in a simplified form as follows,

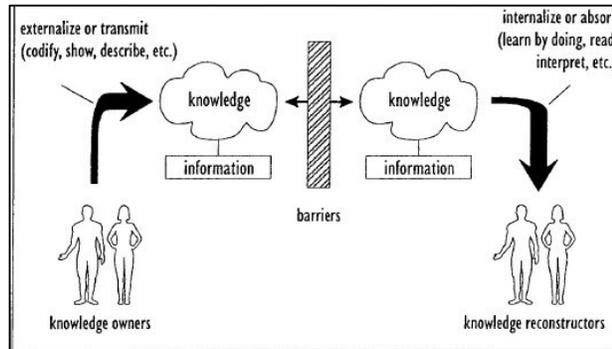


Figure 1: Knowledge Sharing Process

Knowledge sharing is that the universal strand in knowledge. Certain consequences are raised from the knowledge integration cycle. Usually, knowledge is shared when the understanding of the work thus it can be mention that communities are basics for sharing knowledge and its integration (Bechky, 2003). The benefits of knowledge sharing typically derive from two levels individual and organizational. At the level of the individual, knowledge management provides the opportunity for workers to enhance their skills by working together and sharing knowledge while improving their own performance. At the organizational level, knowledge management provides two vital benefits: (1) Improves organizational performance through increased efficiency, productivity, quality and innovation; and (2) Better decision making, improving processes, data integration and broad collaboration. Reychav and Weisberg (2009), suggest that an individual in an organization involved in knowledge sharing can gain advantages, such as indirect performance increases, salary improvements, and a diminished intention to leave the organization. A study by Du. R et al,2007 found that knowledge sharing is related to performance and different knowledge sharing dimensions have an effect on performance differently. Bock, Kim, and Lee (2005) worked on the factors that affect individual knowledge sharing objectives. They took the theory of reasoned action and supported their argument that extrinsic motivators, social psychological-factors and organizational factors have an effect on the individuals' knowledge sharing intentions.

When carrying out knowledge sharing and Individual Performance, people are assumed to accumulate, adopt and share knowledge in order to perform well on the job (Du. R et al,2007). According to Lee et al,(2005), there are five functions of knowledge management performance named as knowledge circulation process. Knowledge creation, knowledge accumulation, knowledge sharing, knowledge utilization and knowledge internalization. According to Du. R et al. (2007), there were few special measures for knowledge

sharing, because it is not easy to formulating knowledge sharing activities. Firstly, the basic objective of the knowledge-sharing is to transfer knowledge from person to person. For this purpose, individuals have to share their experiences to and from their colleagues and team members (Madsen et al, 2003). Social Network theory says that networks across people are associated with performance related outcomes. people connected across groups are more familiar with alternative ways of thinking and behaving. (Burt.R,2004). Secondly, in information search, unified and integrated networks motivate individuals to share their knowledge because they promote cooperation values, faith and norm (Coleman, 1988; Reagans.R et al, 2003) job performance is directly related to obtaining right information because actions for communicating and transferring conceptual and operational knowledge, experiences, and skills in an organization can speed up the procedure of knowledge sharing (Ingram et al, 2002). According to Du. R et al. (2007), the expenditure of intentional activities for communicating and transferring knowledge is taken in to account as a measure of knowledge sharing. Thirdly, knowledge sharing takes place through the procedure of trial and experiments by the individuals (Carrillo et al, 2000). So it can be said that new ways of doing job and shared experiences leads to better and innovative way and to better performance (Du. R, et al, 2007). Fourthly, in organization which supports knowledge sharing activity, information is very dynamic and they vary from individuals and projects. As different opportunities arise, the people or group of people who are aware and able to get information and cope up with the new challenges can better perform at work (Gargiulo et al, 2000). So greater awareness about the colleagues' expertise and ability to get information out from them improves one's ability to perform well. So, ability to work well with the peers also improves individual performance. R&D projects have been also used illuminate knowledge sharing. The process of R & D may be regarded as an important dimension measuring knowledge sharing in a company (Du. R et al,2007). The process of R&D performed by a team or several teams create knowledge, implies communications among workers and units, and then it facilitates knowledge share.

III. METHODOLOGY

In the case of achieving objectives of this study quantitative research approach has been used by the researcher by following a positivism perspective. Researcher developed conceptual framework; operationalization & hypothesis based on prior studies. Primary data has been collected through an online survey questionnaire & correlation analysis and multiple regression analysis have been used as statistical tools in analyzing data.

There are three variables such as Individual factors (Knowledge self-efficacy, enjoyment in helping others), Organizational factors (Management support, Organizational



rewards, Organizational culture) & Technological factors (ICT use) will investigate as independent variables, employee performances as the dependent variable. The researcher has identified these variables from the prior studies and based on that following conceptual framework has been developed.

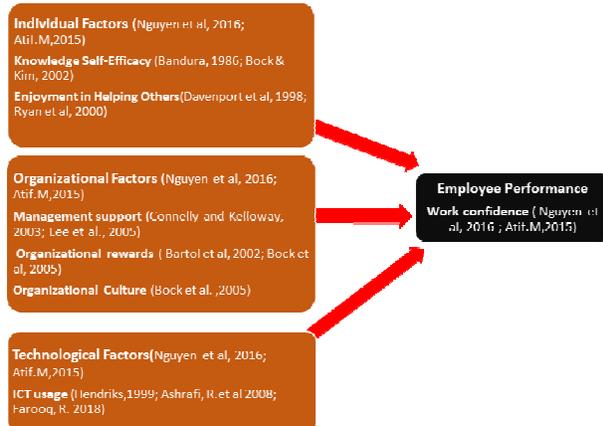


Figure 2: Conceptual Framework

Furthermore, in case of measuring these variables, based on previous studies researcher has developed following operationalization and reference to the operationalization a structured questionnaire also has been generated reference to the studies of Nguyen et al, (2016) and Atif.M,(2015).

Table 1: Operationalization

Independent Variables		
Variables	Indicators	Measurement
Individual Factors	Knowledge Self Efficacy	Five-point Likert scale (Q- 2.1, 2.2,2.3, 2.4)
	Enjoyment in helping others	Five-point Likert scale (Q- 3.1, 3.2,3.3, 3.4)
Organizational Factors	Management Support	Five-point Likert scale (Q- 4.1, 4.2,4.3, 4.4)
	Organizational Rewards	Five-point Likert scale (Q- 5.1, 5.2,5.3, 5.4)
	Organizational Culture	Five-point Likert scale (Q- 6.1, 6.2,6.3, 6.4)
Technological Factor	ICT use	Five-point Likert scale (Q- 7.1, 7.2,7.3, 7.4)
Dependent Variable		
Variable	Indicators	Measurement
Employee Performance	Working confidence	Five-point Likert scale (Q- 1.1, 1.2,1.3, 1.4)

This research study focuses on explaining the effects of the determinants (Individual factors, Organizational factors, ICT factors) on the level of employee performances in public sector organizations. This study adopted a descriptive survey design. It is appropriate where the study seeks to describe the characteristics of certain groups, estimate the proportion of

people who have certain characteristics and make predictions (Churchill,2011). The study sought to collect data from the employees at one point in time and determine the effects of particular factors on employee performances.

In case of achieving the objectives of this study, researcher has tested following hypotheses which was developed reference to the findings of prior studies.

Table 2: Hypotheses

H ₁ :	There is a significance relationship between employee performance and individual factors
H _{1a}	There is a significance relationship between employee performance and Knowledge self-efficacy. (Nguyen et al, 2016; Atif.M,2015)
H _{1b}	There is a significance relationship between employee performance and Enjoyment in helping others. (Nguyen et al, 2016; Atif.M,2015)
H ₂	There is a significance relationship between employee performance and Organizational factors
H _{2a}	There is a significance relationship between employee performance and management support. (Nguyen et al, 2016; Atif.M,2015)
H _{2b}	There is a significance relationship between employee performance and Organizational rewards. (Al-Hawamdeh 2002; Bock et al, 2005; Nguyen et al, 2016; Atif.M,2015)
H _{2c}	There is a significance relationship between employee performance and Organizational culture. (Syed Ikhsan & Rowland, 2004; Nguyen et al, 2016; Atif.M,2015)
H ₃ :	There is a significance relationship between employee performance and Technological Factors
H _{3a}	There is a significance relationship between employee performance and ICT usage. (Nguyen et al, 2016; Atif.M,2015)

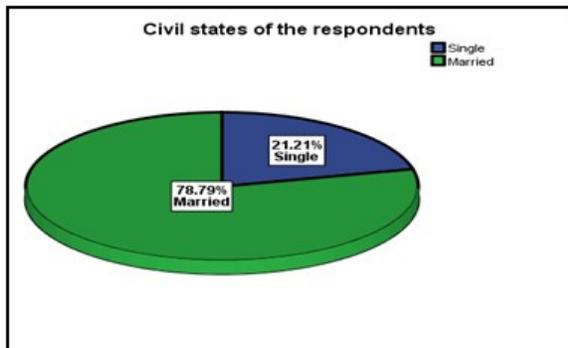
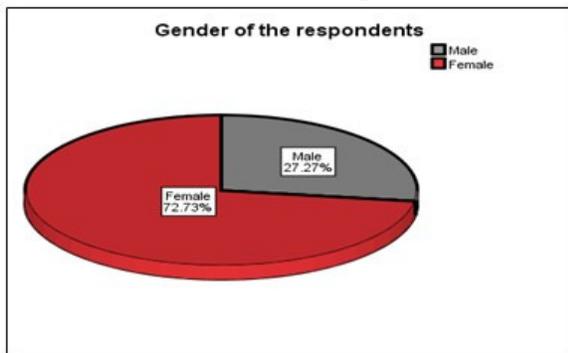
According to Department of Census and Statistics total state sector employees in Sri Lanka is 485,471. According to Research Advisor's sample adequacy table, a sample of 384 responses (0.05 confident level) is enough u firms is a reasonably representative sample of this population. So, researcher has selected 1000 employees (Covering whole country) using random sampling method. Researcher has issued 1000 questionnaires, but just received 620 responses.



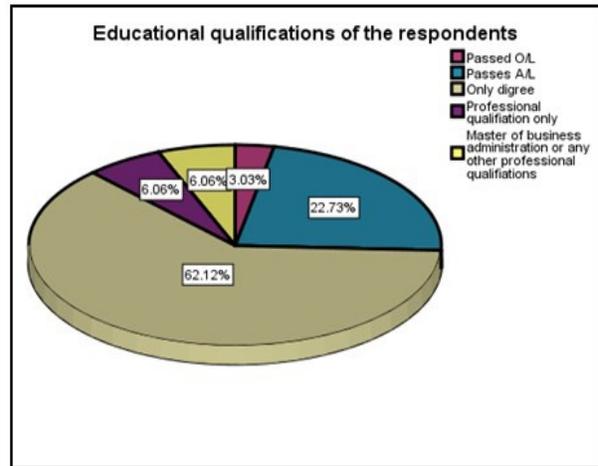
All researchers who engage in social researches should follow up some ethical issues. Good ethical practice includes the ensuring of voluntary participation, the right to withdraw at any time, obtaining informed consent of research respondents (Blaikie,2010). According to Braun and Clarke (2013), there are four main ethical principles to be addressed, namely respect, competence, responsibility, and integrity. In this study, the respondents were clearly informed about the purpose of the research and the way the data were to be used, right at the beginning of the study. The respondents were given the chance to withdraw from the filling questionnaire at any time. Furthermore, their anonymity was guaranteed. The researcher has tried to resolve most important ethical issues in that way.

IV. RESULTS AND DISCUSSIONS

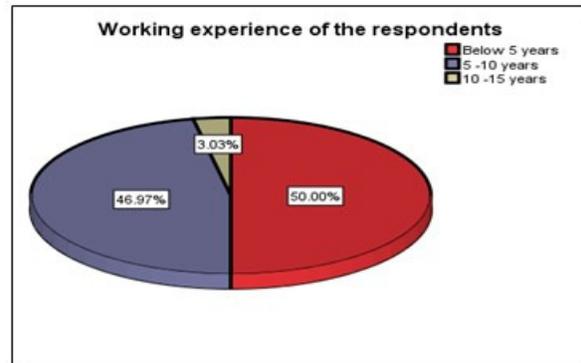
The respondents profile information including gender, civil status, education background and experience.



According to these pie charts which describe the profiles of respondents, Majority of respondents are females. And also, 21.21% of respondents are Single employees and 78.79% of them are married employees.



In case of education qualifications of these respondents, 3.03% were passed O/L, 22.73% employees were passed A/L, 62.12% employees have only degree, 6.06% employees have professional qualifications and also 6.06% employees have master of business administration or any other higher qualifications.



When it becomes working experience of respondents, majority (50%) have worked 0-5 years. 46.97% employees have worked between 5 and 10 years, 3.03% employees have worked between 10 and 15 years.

Table 3: Pearson Correlation analysis results

		EP	KSE	EHO	MS	ORS	OC	ICT
EP	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	620						
KSE	Pearson Correlation	.610**	1					



	Sig. (2-tailed)	.000						
	N	620	620					
EHO	Pearson Correlation	.615**	.702**	1				
	Sig. (2-tailed)	.000	.000					
	N	620	620	620				
MS	Pearson Correlation	.406**	.353**	.364**	1			
	Sig. (2-tailed)	.000	.000	.000				
	N	620	620	620	620			
ORS	Pearson Correlation	.161	-.186*	-.047	.157	1		
	Sig. (2-tailed)	.066	.033	.596	.073			
	N	620	620	620	620	620		
OC	Pearson Correlation	.451**	.649**	.485**	.393**	-.324*	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000		
	N	620	620	620	620	620	620	
ICT	Pearson Correlation	.200*	.426**	.210*	.552**	-.283*	.501**	1
	Sig. (2-tailed)	.022	.000	.015	.000	.001	.000	
	N	620	620	620	620	620	620	620
**. Correlation is significant at the 0.01 level (2-tailed).								
*. Correlation is significant at the 0.05 level (2-tailed).								

According to Table 03 , There is a significant relationship between Employee performance and knowledge self-efficacy at 0.01 level (confident level- 99%), There is a significant relationship between Employee performance and Enjoyment in helping others at 0.01 level (confident level- 99%), There is a significant relationship between Employee performance and Management support at 0.01 level (confident level- 99%), There is a significant relationship between Employee performance and Organizational Culture at 0.01 level (confident level- 99%), and There is a significant relationship between Employee performance and Information and communication technology at 0.05 level (confident level- 95%). Based on these figures, hypotheses testing summary can be concluded as follows.

Table 4: Hypothesis testing summary

Hypothesis	Association	Accepted/
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			Rejected
H ₁₁	There is a significance relationship between employee performance and Knowledge self-efficacy.	.610**	Accepted
H ₁₂	There is a significance relationship between employee performance and Enjoyment in helping others.	.615**	Accepted
H ₂₁	There is a significance relationship between employee performance and management support.	.406**	Accepted
H ₂₂	There is a significance relationship between employee performance and Organizational rewards.	.161	Not accepted
H ₂₃	There is a significance relationship between employee performance and Organizational culture.	.451**	Accepted
H ₃₁	There is a significance relationship between employee performance and Information and communication use.	.200*	Accepted

Furthermore, multiple regression analysis has been used by researcher to identify the impact of independent variables to dependent variable. In the case of measuring the impact of Knowledge self-efficacy (KSE), Enjoyment in helping others (EHO), Management support (MS), Organizational rewards (ORS), Organizational culture (OC) and Information and communication technology (ICT) towards Employee performance, the following models were tested.

$$\begin{aligned}
 EP &= \beta O + \beta KSE && \longrightarrow 01 \\
 EP &= \beta O + \beta EHO && \longrightarrow 02 \\
 EP &= \beta O + \beta MS && \longrightarrow 03 \\
 EP &= \beta O + \beta ORS && \longrightarrow 04 \\
 EP &= \beta O + \beta OC && \longrightarrow 05 \\
 EP &= \beta O + \beta ICT && \longrightarrow 06 \\
 EP &= \beta O + \beta KSE + \beta EHO + \beta MS + \beta ORS + \beta OC + \beta ICT + \epsilon && \longrightarrow 07
 \end{aligned}$$

Where,

EP – Employee performance
 O – Other factors
 KSE - Knowledge Self-Efficacy
 EHO - Enjoyment in Helping Others
 MS = Management Support Equations
 ORS = Organizational Rewards
 OC = Organizational Culture



ICT = Information and communication Technology use
 ε = Errors

Table 5: Regression Analysis, Model testing summary

Model	Predictors	R	R square	Adjusted R square	Estimated error
1	Knowledge self-efficacy (KSE)	.610 ^a	.372	.367	.48928
2	Enjoyment in helping others (EHO)	.615 ^a	.378	.373	.48690
3	Management support (MS)	.406 ^a	.165	.158	.56436
4	Organizational rewards (ORS)	.161 ^a	.026	.018	.60943
5	Organizational culture (OC)	.451 ^a	.203	.197	.55118
6	Information and communication technology (ICT)	.200 ^a	.040	.033	.60501
7	KSE, EHO, MS, OR, OC, ICT	.728 ^a	.530	.507	.43181
a. Dependent variable – Employee performance					

According to the model 01 ($R^2=0.372$), Impact of Knowledge self-efficacy towards Employee performance is 37.5%. R^2 value of model 02 is 0.378. That means Enjoyment in helping others impact towards employee performance by 37.8%. R^2 value of model 03 is 0.165. That means Management support impact towards employee performance by 16.5%. According to the model 04 ($R^2=0.026$), Impact of Organizational rewards towards Employee performance is 2.6%. R^2 value of model 05 is 0.203. That means Organizational culture impact towards employee performance by 20.3%. R^2 value of model 06 is 0.040. That means Information and communication technology impact towards employee performance by 4%. The model 07 shows impact of all six independent variables towards employee performance statistically. R^2 value of model 07 is 0.530. It reveals that impact of knowledge self-efficacy, enjoyment in helping others, management support, organizational rewards, Organizational culture and Information and communication technology towards employee performance is 53%. On the other hand, impact of other factors which have been not considered in this study towards Employee performance in an organization is 47%. According to the model 07, there is moderate impact between independent and dependent variables. And also, these results imply that these models are appropriate to show the relationship between independent and dependent variables.

V. CONCLUSIONS AND RECOMMENDATIONS

This research study concluded that there is a positive relationship between knowledge sharing and employee

performance in case of public sector employees. According to the past research, the researcher Nguyen et al, 2016 also found that knowledge sharing link with the employee performance. These finding clearly suggests that knowledge sharing impact on the performance of employees.

This study category the enablers into individual, organizational and technological factors. Individual factors mean those factors that are crucial for enabling the knowledge sharing process and were Knowledge self-efficacy (KSE) and Enjoyment in helping others (EHO). Organizational factors mean the support and encouragement that top management provide to enhance knowledge sharing by offering different rewards and appreciations as well as valuable organizational culture. Thus, includes Management support (MS), Organizational rewards (ORS) and Organizational culture (OC). Technology factor means use of information technology ICT like internet, databases, virtual networks etc. to help knowledge sharing in an organization. Hence, this study investigates the relationship among Knowledge self-efficacy, Enjoyment in helping others, Management support, Organizational rewards, Organizational culture, Information and communication technology and employee performance.

Findings of this study disclose that the people who possess knowledge self-efficacy, Enjoyment in helping others, Management support, Organizational culture and Information and communication facilities may also have good performance at the organization. These findings will useful for any studies related with knowledge sharing and organizations which are interested in developing knowledge sharing culture in their organizations, which is try to achieve good employee performance. The present study was conducted only the government sector organization, but these finding will fruitful for the privet sector organizations as well. Practically, findings of this study can also be useful for organizations to promote knowledge sharing culture by focusing on various factors. Organizations should create these forums where workers can engage in a friendly environment to share their knowledge, experiences, ideas, opinions and useful information that will not only help their personal development but also be beneficial for the organization. Best administration ought to moreover give opportunity to connected with them and bring certainty, support and inspiration in workers to advance information sharing culture

Since this consider too demonstrated that satisfaction in making a difference other has critical effect on representative information sharing exercises so management should take actions in raising the enjoyment level of employees that will more increase their confidence towards knowledge sharing. Additionally, administration should support their employees for knowledge self-efficacy by providing proper feedback and recruit those staff that is more proactive, self-confident and intrinsically motivated. But this study showed that rewards



(like bonuses, increment in salary, promotion and job security) has no significance with employee performance. Therefore, management should not emphasize more on rewards for promoting knowledge sharing because extrinsic rewards are temporary to get benefit of knowledge sharing (Kohn, 1993). As well as administration should aware to create a better organizational culture to share knowledge among the employees in an organization. Also, management should aware about investing in different information technologies for quick interaction and communication. Firstly, give proper skills and awareness to the employees especially those organization dealing in service activities then this investment will be fruitful for them. Also enable these technological investments available at every employment level or to every employee in the organization.

This research study will fulfill the existing research gap in the area of knowledge sharing in Sri Lankan context up to some extent. It is not only for government organizations but also for private sector organizations, knowledge sharing can be relevant. So, in future studies that can be tested. Furthermore, these results can be differed in culture to culture, organization to organization, sector to sector too. In this study researcher has been tested from a wide view. It is a main limitation of this study. So, Future researcher can be tested same thing in a much narrower view (Ex: different sectors, different segments, etc).

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