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The Mediating Effects of Socialization on Organizational Contexts and Knowledge Sharing

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ABSTRACT

This study investigates the relationship between socialization, organizational contexts, and knowledge sharing. Organizational contexts were operationalized as organizational structure and climate. Five broadly hypothesized relationships between organizational contexts, socialization and knowledge sharing were tested based on empirical study in service organizations. The findings related to direct effects reveal that only supportive climate is positively related to organizational socialization. The results suggest that organizational socialization is important for knowledge sharing. The service organizations in Malaysia may use these findings to improve knowledge sharing in Malaysia.

Keywords: *service organization, organization structure, organization climate, organizational socialization and knowledge sharing.*

Introduction

The emergence of the knowledge era has posed new challenges for the global economy (Bertels and Savage, 1999; Akhavan and Jafari, 2006). In this environment, knowledge is the indisputable source of competitive advantage. (Akhavan and Jafari,, 2006). "When markets shift, technologies proliferate, competitors multiply, and products become obsolete almost overnight, successful companies are those that consistently create new knowledge, and disseminate it widely throughout the organization" (Nonaka, 1991)

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Knowledge has also become the key economic resource and the dominating factor of competitive advantage (Drucker, 1995).The knowledge-based view of the firm suggests that knowledge helps organization to achieve sustainable competitive advantage, increase effectiveness and competitiveness, increase innovation and creativity, and reduce risk and cost (Abell and Oxbrow, 2001). From these points of view, organizations need to manage their knowledge appropriately. Organizational knowledge is generated and disseminated through collaborations, interactions, and relations among individuals, groups or units. Research on the knowledge-based view of the firm also suggests that social network facilitates the creation of new knowledge within organizations (Kogut and Zander, 1992), which is further enhanced by innovative online communities, with the help of appropriate technologies (Hemetsberger and Reinhardt, 2006).

Knowledge also can be seen as the most valuable asset for firms competing in the global information-intensive economies (Demarest, 1997). The velocity of change and the dynamic nature of new marketplace have created incentives among many companies to consolidate and reconcile their knowledge assets. This knowledge is creating value that is sustainable over time (Gold *et al.*, 2001). Hence, to remain competitive, organizations must create, capture, harvest, share, and apply their organization knowledge (Zack, 1999). The service industry is different from the manufacturing industry because of their peculiar characteristics, such as intangible nature of output, greater participation of customers in the production process, and higher degree of simultaneity of production and consumption (Cowan, *et al.*, 2001). These peculiarities of services emphasize the importance of knowledge and, therefore, affect knowledge sharing, with regard to: (a) the nature of innovative activity (less formal R&D, central role of information and communication technologies, and difficulties of intellectual property protection); (b) the degree of consumers' involvement in the delivery of service, such as knowledge intensive services; and (c) sources of consumer information about services (Cowan *et al*., 2001).

The Malaysian service industry is a major contributor to the economy of Malaysia, and is gaining increasingly an important role. For example, in the year 2000, the service industry contributed 49.28 percent of the Gross Domestic Product (GDP) of Malaysia, which increased to 53.65 percent in the year 2007 (Treasury Malaysia, 2009b). It is forecasted that the service industry contributions will further increase to about 55.05 percent of the GDP by the year-end 2009 (Treasury Malaysia, 2009a). No doubt, in terms of employment, the service industry is the largest employer in the Malaysian economy. The total employment by the service industry in the year 2001 was 51.7 percent of the total employment in Malaysia, which increased to 59.5 percent by the 3rd quarter in 2009 (Department of Statistics Malaysia, 2009; Department of Statistics Malaysia, 2010). Service industry in the Malaysian economy is more knowledge

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intensive compared to other industries. Although manufacturing and services have specific features related to the inputs into the production process, the nature of the process itself and the resulting output demands are more knowledge intensive for services. In manufacturing the output is tangible, consumer's participation in manufacturing process is limited, and time lags between production and consumption are lengthy. Whereas, in service industries the output is intangible, consumers often participate actively in the service delivery process and a high degree of simultaneity in production and consumption that requires service provider to be more innovative and creative (Gaither and Frazier, 2001). In this type of situation, individual or organizational knowledge, especially tacit knowledge, plays a crucial role. Involvement of human is critical in the production process in the service industry. The manufacturing industry is generally more basic technology intensive; the tasks are well-defined, structured and routine. The service tasks are mostly customized and less repetitive.

Knowledge Sharing

Knowledge sharing plays an important role in the organizational process because it helps an organization to transfer new ideas or solutions. When employees are interacting among one another for idea generation, it promotes the sharing of knowledge. Knowledge sharing enables the flow of knowledge among and between individuals, groups and organizations. Knowledge sharing helps organization to transfer knowledge among and between individuals, groups and organizations (Gee & Kim, 2002; Huang & Newell, 2003). Knowledge sharing occurs in organizations when members ask for knowledge from other members to solve their problems. It can occur when people are not inhibited in sharing knowledge with others.

Knowledge sharing presumes a relation between at least two parties, one that possesses knowledge and the other that acquires knowledge (Davenport & Prusak, 2000; Hussain *et al.*, 2004).On the other hand Davenport and Klahr (1998) argued that sharing knowledge is often unnatural. People will not share their knowledge as they think their knowledge is valuable and important. Hoarding knowledge and looking suspiciously upon knowledge from others are natural tendencies. In addition, these natural tendencies are difficult to change. A study of 431 U.S. and European organizations, conducted in 1997 by the Ernst & Young Centre for Business Innovation found that the biggest difficulty in knowledge sharing was changing people's behaviour (Ruggles, 1998). Therefore, knowledge sharing requires the willingness of a group or individual to work with others and share knowledge for their mutual benefits. Without willingness to share, it is almost impossible to transfer knowledge to other people. It can be

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concluded that knowledge sharing will not occur within an organization unless its employees and work groups display a high level of co-operative behaviour (Goh, 2002).

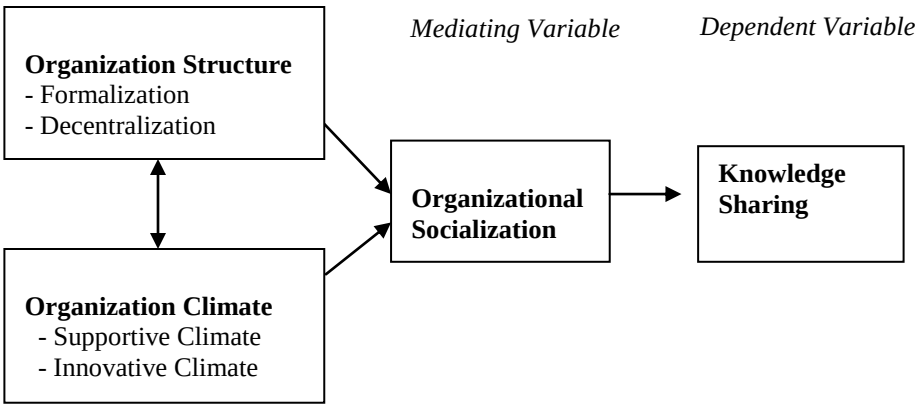
Research Model

As is evident in the current literature, there is not only a dearth of knowledge sharing studies in Malaysia, but an absence of empirical research that investigated the role of organizational factors on knowledge sharing. Most of the literature of knowledge management argued for the role of organizational structure, climate, and information and communication technology in the extent of knowledge sharing. The main emphasis of this research is to bridge the gap in literature to explain how organizational design encourages knowledge sharing in service organizations. In this study we believe that knowledge sharing occur through the socialization process.

Knowledge sharing is a social exchange process between individuals to individuals, individuals to organizations, and organizations to organizations. Therefore, social exchange theory is an appropriate underlying theoretical framework for this research, as it explains the knowledge sharing process for the organization through the socialization process. Organizations need to provide a suitable structure and climate that is favourable for the social exchange process. The independent variables that have been identified for this study are organization structure and climate. The organization climate is seen from the dimensions of supportive climate and innovative climate because it is important for both organizational socialization and knowledge sharing. Furthermore, this study includes organizational socialization as a mediating variable, between organizational contexts and knowledge sharing. The theoretical framework for the study is shown in Figure 1.

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Figure 1: Conceptual framework



Based on the relationship of the variables shown in the conceptual framework, the following research hypotheses have been developed. The central idea of this research is that organizational structure and climate influence organizational socialization which subsequently leads to greater knowledge sharing.

Organization structure consists of two components. One is formalization in the organization and the other is the degree of decentralization in decision-making. (Fuchs, 2004). Two hypotheses have been developed from organization structure variables. Organization that is less formal in its structure leads to greater extent of organizational socialization because it provides better communication with partners and employees (Kanter, 1983). It creates greater flexibility and openness, which is conducive for organizational socialization. The greater flexibility helps to lower the obstacles in communication flow in the organization. Since, rules and regulations become secondary therefore employees having some knowledge to tackle a certain crisis or problem responded more quickly as they feel free to react, as no formal order is needed under an informal environment within the organization. They act as members of the family and share knowledge among themselves to eradicate the crisis as soon as possible. This happens because of the recognition they receive under friendly and conducive environment that enhance their loyalty towards the organization. On the other hand, the existence of clear-cut goals as in a bureaucratic

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organizational setting might dampen the discussion of new ideas that is essential for effective organizational socialization. Less formalization creates less formal atmosphere (e.g., less adherence to rigid protocol) in organization, which leads to the greater organizational socialization. Thus the hypothesis,

H1: Formalization tends to relate negatively to organizational socialization.

Decentralization is the delegation of decision making authority throughout the organization. It provides more open and frequent communication, and a tendency to focus on results rather than the turf. Decentralization creates an environment that increases communication and commitment among the employees in the organization. The central idea of decentralization is to provide greater opportunities for participation in decision-making. It keeps the hierarchy of the organization effective and efficient as each level of it takes part in decision-making process that makes them more dynamic. The flow of knowledge sharing in terms of the output of their decisions is seemed to be frequent in both directions i.e., from top to bottom and vice versa. The ultimate impact of this phenomenon is that it brings various levels of the organizational hierarchy closer that boosts the process of socialization in the organization. These arguments lead to the conclusion that decentralized structure creates more opportunities for interaction among the employees. It provides opportunities for learning, which reduces the inferiority complex, building confidence for socialization. Greater participation in decision-making also destroys the boundary between those who make decision and those that are affected by the decision, facilitating easy interaction and socialization. Hence the second hypothesis,

H2: Decentralization tends to relate positively organizational socialization.

In line with social exchange theory, when the needed support is made available to an employee, he or she will be more motivated towards his or her task. Sloat (1999) indicates that an employee will always attempt to maintain balance between effort expanded and support received. As a result, an employee who receives support from the organization is likely to fulfil his or her feelings of indebtedness through displaying positive work behaviours. It is likely that supportive climate will enhance teamwork and communication by creating an atmosphere of cooperation and openness. Organizational support is likely to increase employees' commitment towards the organization, which motivates employees to interact more with others (Eisenberger et al., 1986). How much an organization is formal or informal, is the basic factor that actually identifies the degree of organizational support towards the employees. A highly formal organization will depict a low degree of supportive climate and the reverse will be the case for informally structured organization. This formal and informal

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interaction will lead to the greater socialization in the organization. Thus, it is proposed that:

H3: Supportive climate in an organization tends to relate positively to organizational socialization.

Innovative climate encourages teamwork and allow considerable opportunity for employees to interact with each other (Shadur, *et al*., 1999). This interaction will help employees to undertake their work effectively, which leads to greater extent of socialization in organizations. Innovative climate would also foster human-to-human interaction in organization, which is positively related to organizational socialization (Ladd and Ward, 2002). Innovative climate involves creativity and is result-oriented. New ideas and new concepts come out from group activities wherein people interact with each other and share their views that results to innovation. These group activities cannot be possible without socialization. Through socialization, employees interact with each other more frequently, which provide an opportunity of discussions on day-to-day affairs of the organization. The new ideas come out of the group discussions that lead to concrete concepts and ultimately proceed to the path of innovation. Hence, innovative climate and socialization travel together within the sphere of organization. The above discussions hold that innovative climate provides challenging environment where employees can experiment and try different ways to complete their task. Innovative climate also encourage teamwork's literal communications, and blurring of job boundaries to facilitate interaction among the employees. The innovative climate provides opportunities for employees to come closer to each other, which help organization to create greater socialization. Thus, the hypothesis,

H4: Innovative climate tends to related positively to organizational socialization.

Organizational socialization process is important for any type of knowledge sharing because knowledge sharing occurs in a shared social context where different units are linked and interact with one another (Coleman, 1999; Tasi, 2001). The impact of organizational socialization varies with the types of knowledge. For instance in the case of tacit knowledge, the organizational socialization is more effective than it is in explicit knowledge, because the tacit knowledge is personal and content-specific. Consistent with the social exchange theory, we believe that extent of knowledge sharing occur through socialization process, which can be encouraged through the design of the organization. An organization having greater socialization leads to more knowledge sharing. The informal and conducive environment within the organization that brings the employee closer is the reason for greater socialization. The employees discuss

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problems of the organization more freely and share their views and ideas among themselves leading to knowledge sharing. Thus, it is proposed that:

H5: The relationship between the organizational context and the extent of knowledge sharing is mediated by Organizational socialization.

Methodology

The research strategy adopted in this study was deductive in nature. By reviewing the relevant literature, the tentative theory was first derived. The hypotheses are then deduced and tested from the data collected through the questionnaire survey. The population for this study consisted of all organizations in the service industry in Malaysia. The unit of analysis is the service organizations. The respondents are from management personnel such as the top level of management, the middle level of management and the lower level of management and the MIS managers or the chief information officers who are the key decision-makers with regards to sharing of knowledge in the organization. The sampling frame used for this study is from the online directory listing by the Malaysian International Chamber of Commerce and Industry. Random sampling was used to collect data from the Malaysian service organizations. A total of 355 organizations were randomly selected from the 473 organizations listed in the above-mentioned directory.

Data Source

The questionnaire consists of 59 items which were divided into four sections, namely a) organization contexts and b) organizational socialization, c) knowledge sharing and d) demographics. Mailed questionnaire was used to collect data from the targeted respondents from each organization. The questionnaires were sent by post to the targeted respondents. Within six months, 115 (32.39%) questionnaires were received from the participants.

Results

Descriptive Statistics and Reliability Analysis

The raw score means, standard deviations, and reliability statistics are presented in Table 1. As shown in the table, standard deviations of the variables were between 0.54 and 1.16. Mean value (1.85 to 4.96) of the study variables shows that Malaysia service organizations are less formal, more supportive and shared moderate level of knowledge. Furthermore, Cronbach's Alpha was used to

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measure the reliability of the dimensions in this study. According to George and Mallery (1999) there is no set interpretation in acceptable alpha values. A rule of thumb that applies in most situations is that acceptable alpha values are 0.50 to 0.90, but alpha values of less than 0.50 is not acceptable. Nunnally (1969) also argues that the reliability of 0.50 - 0.60 is sufficient to carry out a study but a higher Cronbach's Alpha is desirable. The internal reliabilities of all scales were between 0.55 and 0.85, exceeding the recommended value of 0.50, and therefore accepted for further analysis.

Table 1: Descriptive Statistics and Cronbach's Coefficients Alpha among Study Variables

Variables	***Mean***	***S.D.***	***Cronbach's Alpha***
Organization Structure			
Formalization	4.17	1.16	0.55
Decentralization	1.85	0.82	0.8
Organization Climate			
Supportive Climate	4.96	1.13	0.85
Innovative Climate	2.68	0.54	0.55
Knowledge sharing			
Sharing	3.10	0.80	0.80
Organizational Socialization	4.84	0.82	0.83

Note: Formalization, supportive climate, innovative climate, and organizational socialization scales range from 1 to 7, decentralization scale ranges from 1 to 6, and knowledge sharing scale ranges from 1 to 5.

Hypothesis Testing

The five main hypotheses formulated were tested using regressions analyses. The main effects were examined using multiple regression analysis and a three step procedures recommended by Baron and Kenny (1986) has been used to test the mediating effect of organizational socialization. All the analyses were generated using the Statistical Package of Social Sciences (SPSS). Tables 1 and 2 display the results of the relationship between the variables identified earlier. Hypotheses 1 to 4 examine the impact of organizational context namely structure and climate on organizational socialization. To test these hypotheses, multiple regression analysis was conducted. Formalization, decentralization, supportive climate and innovative climate were considered as independent variables and organizational socialization as a dependent variable.

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Table 2: Multiple Regression Analysis of Formalization, Decentralization, Supportive Climate and Innovative Climate on Organizational Socialization

Variables	Standardized Beta
Organizational Context	
Formalization	.01
Decentralization	.02
Supportive climate	.67**
Innovative climate	.01
R^2	.45**

Note: ** p < .01

The ANOVA table shows that the model as a whole was significant *($F = 21.65$, $p < .01$)*. The R^2 value of .45 implies that 45 percent of the variation in organizational socialization can be explained by the predictor variables. The results supported the presence of one highly significant relationship between supportive climate and organizational socialization *($\beta = .67$, $p < .01$)*. The condition indexes, VIF, and tolerance were found to be within acceptable range, thus ruling out the potential problem of multicollinearity. Similarly, a visual examination of the scatter plots of the residuals confirmed that the homogeneity and linearity assumptions were met.

In order to test the mediating effect of organizational socialization, a three step procedures were used as proposed by Baron and Kenny (1986). However, it appears from the multiple regression analysis in the previous section that one of four independent variables was significantly associated with the mediating variable. The other three variables violate the first assumptions of the mediating effect. These three variables were not considered for the mediating effect analysis. But supportive climate was found to be positively associated with organizational socialization, which indicates a possible mediating effect of organizational socialization on the relationship between supportive climate and knowledge sharing. Table 2 showed the results of the mediating effect of organizational socialization on the relationship between supportive climate and knowledge sharing. R^2 changes were significance from 0.30 to 0.38, indicating that organizational socialization mediates the relationship. The result further shows that supportive climate influenced organizational socialization in step 1. In step 2, upon the introduction of mediating variable, supportive climate was found to be significant. Furthermore, organizational socialization was positively related to knowledge sharing (beta 0.38). This indicates that organizational socialization mediates the relationship between supportive climate and knowledge sharing.

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Table 3: The Mediating Effect of Organizational Socialization on the Relationship between Organizational Contexts and Knowledge Sharing

Dependent	Independent	Std Beta Step 1	Std Beta Step 2
Knowledge Sharing	Supportive Climate	0.52**	0.26**
	Mediator Organizational Socialization		0.38**
	R^2 R^2 change F change	0.30** 0.30 11.06**	0.38** 0.08 13.19**

Note. ** p < .01

Discussion of the Results

We discuss the major findings in this section. Justifications for the hypotheses that were supported or not supported will be provided accordingly.

Organizational Climate and Organizational Socialization

From the two organizational climate dimensions – supportive and innovative climate – only supportive climate was found to have significant impact on organizational socialization. Furthermore it was consistently found that supportive climate significantly predict organizational socialization. Organizational support appeared to be the key element of organizational climate. This finding also supported the social exchange theory, as the theory explained that support was vital for organizational socialization (Eisenberger *et al.*, 1986). In general, it can be stated that supportive climates would generally be desirable across the organization for both organizational socialization and knowledge sharing, because individuals prefer organizations that are supportive, promote sharing of information, and acknowledge good performances (Wayne *et al.*, 1997). In this light, supportive climate could be useful as a means of achieving greater extent of both organizational socialization and knowledge sharing. Innovative climate was not found to be a significant variable in the regression analysis. The reason behind the finding related to innovative climate maybe service organizations in Malaysia did not have much innovative activities, such as formal research and development. It could be also possible that in the presence of supportive climate, innovative climate did not impact significantly on organizational socialization.

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It can be concluded from the above results that innovative climate experienced less favourable outcome in the service organizations in Malaysia, in terms of both organizational socialization and knowledge sharing.

Organization Structure and Organizational Socialization

Contrary to expectations, this study did not find decentralization and formalization to be significantly associated with organizational socialization, but previous researches (Sanchez and Mahoney, 1996; Graham and Pizzo, 1996) argue that both organizational dimensions are important for organizational socialization. Formalization was not a significant predictor of organizational socialization as well as knowledge sharing. Perhaps, formalized structures that have explicit rules and procedures stress on how organization members should act and behave that acts as the hindrance factors of organizational socialization. Based on the findings it can be concluded that Malaysian service organizations are formal in their structure because of that formalization does not show significant impact on organizational socialization.

In the context of the hypothesis of decentralization, past research by Islam, Mahtab and Ahmad (2008), Fuch (2004), Sanchez and Mahoney (1996) and Toh, Jantan and Ramayah (2003) have consistently noted that decentralization is related to organizational socialization and knowledge sharing. However, this study did not establish significant relationship between decentralization and organizational socialization. It may be because of the presence of supportive climate decentralization that did not impact significantly on organizational socialization. It is also possible that the decision-making process in service organizations was only limited to the middle to the top level management as a result did not impact significantly the relationship between decentralization and organizational socialization. Nevertheless, one cannot ignore that social system always works best if it is organized into a decentralized network, where decisions are made in bottom-up-processes (Fuchs, 2004).

Organizational Socialization

The results related to organizational socialization demonstrated that organizational socialization mediates the relationship between the organizational context variable (i.e., supportive climate) and knowledge sharing. This result indicates that the overall outcome of knowledge sharing can be improved by organizational socialization. The socialization process is an important factor for any type of knowledge management, especially for knowledge sharing, as knowledge sharing occurs in a shared social context where different units are linked and interact with one another. This strongly supports the phenomenon

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that organization socialization helps organization to achieve higher extent of knowledge sharing.

Another possible explanation of this phenomenon is that socialization facilitates employees to come closer to each other, which is crucial for knowledge sharing, especially for the tacit knowledge because tacit knowledge sharing is fundamentally a product of socialization (Lanzara and Patriotta, 2001). Service organizations should create more opportunities for socialization of the employees with different types of activities (e.g., formal and informal meetings, cross functional teams). Greater socialization among the employees will result in the greater extent of knowledge sharing because knowledge sharing is a social exchange process (Rogers, 1995). The contribution of greater socialization among the employees for knowledge sharing should not be underestimated because it creates greater opportunities for the organization to share knowledge. In summary, the findings confirm the mediating effect of organizational socialization on organizational context and knowledge sharing. However, the data provided little support for the hypotheses related to the organizational context and organizational socialization.

Implications

This research has a number of significant and practical implications for scholars and practitioners, particularly in the domain of knowledge management (i.e., knowledge sharing). From the theoretical point of view, this current study has demonstrated that social exchange theory (Blau, 1964) could be a pertinent theory in knowledge sharing because this theory viewed knowledge sharing as a social exchange process.

This study has contributed to the literature on organizational contexts and knowledge sharing as it examined relationship between organizational context and knowledge sharing in the service organizations in Malaysia. Exploring the phenomenon of organizational context and knowledge sharing in service organizations has certainly broadened the understanding of knowledge sharing. The inclusion of mediating variable (organizational socialization) is an important contribution of this study as the present literature has the lack of empirical evidence of the importance of organizational socialization in knowledge sharing process. Additionally, this study confirms that organizational socialization is related to the knowledge sharing process as organizational socialization increases the variance of knowledge sharing.

From the applications point of view, this study helps service organizations to be more aware of the issues related to knowledge sharing. More importantly, it enables the management to take proactive approach to achieve greater extent of knowledge sharing. The Knowledge of the dynamic relationship between

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organizational context, organization socialization, and knowledge sharing would help to revolutionize the managerial approach that is used to enhance the extent of knowledge sharing. Thus, data generated from this study could be particularly useful to the service organizations managers in formulating and reviewing knowledge sharing strategies in Malaysia. As reflected in the findings from the current study and those from prior studies, organization climate plays an instrumental role in organizational socialization as well as knowledge sharing (Eisenberger *et al.*, 1986). Specifically, this study presented evidence of significant relationships between supportive climate and organizational socialization as well as knowledge sharing. Intensifying support efforts for employees may be important for organizations. As indicated by Wayne *et al.* (1997), when organizations invest in supporting their employees, they may indeed be encouraging the development of strong social exchange relationships. The support received should put forward these employees to perform for the betterment of the organization, and eventually be rewarded with favourable outcomes. Ultimately, organizational support benefits employees as well as organization.

To utilize the findings generated from this research, it is recommended that service organizations should stress more on supportive climate and organizational socialization in order to achieve greater extent of knowledge sharing. Service organizations should take more proactive approach to encourage knowledge sharing. As Cowan *et al.* (2001) warn that in this era of globalization and rapid technological advancement service organizations has to rise up to meet the demands of the customers, whose expectations are never ending. If the service organizations do not emphasize sharing knowledge, it would be difficult for them to survive in this competitive business environment.

Limitations and Suggestions for Future Research

The sample choice of this study was based only on the service companies listed in MICCI. Thus, the results cannot be generalized to the manufacture companies. The second limitation comes from the multi-industry sample. This study investigated the relationship between the research variables across industries in service sector. To overcome this limitation study can be conducted on one industry rather than across industries. This study was conducted in Malaysia only, so the findings of the study might not be generalized to other cultures or countries.

Endeavours could be undertaken to test the research framework on different industries such as manufacturing industries as the manufacturing sector is now involved more innovative activities than before for example, Malaysian manufacturing organization previously were involved in production or assembling the products are involved in product development and design. The

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formal research and development departments also create innovative activities for the employees. That is why it will be interesting to see the outcome from the manufacturing sector. The information retrieved from this study further points to avenues for future research.

Conclusion

The sharing of knowledge is important for service organizations, as the service industry is more competitive than other organizations. Service organizations should take more proactive approach to achieve a higher extent of knowledge sharing. In order to achieve more favourable outcome of knowledge sharing, organizations should provide greater emphasis on organizational socialization. This study concludes that organizational support is vital for organizational socialization as well as knowledge sharing. It also cautions against the assumption that knowledge sharing is a technology-based activity. This study indicated that knowledge sharing is a social exchange process rather than the technology-based activity. This study also provides a unique view for the service organizations in Malaysia. Furthermore, the findings of the research study underscore the importance of current and future service organizations to take into account the organizational factors with technological support for knowledge sharing.

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