

**Effect of Social Capital, Organizational trust and Knowledge Reciprocity on
Organizational Innovation Capability through Tacit Knowledge Sharing with Self-
Concordance**

By

Farrukh Ali



**NATIONAL UNIVERSITY OF MODERN LANGUAGES
ISLAMABAD**

December 2021

**Effect of Social Capital, Organizational trust and Knowledge
Reciprocity on Organizational Innovation Capability through Tacit
Knowledge Sharing with Self-Concordance**

By

Farrukh Ali

MSBA, NUML, 2021

A THESIS SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE DEGREE OF

MASTER OF PHILOSOPHY

In **BUSINESS ADMINISTRATION**

To

FACULTY OF MANAGEMENT SCIENCES



NATIONAL UNIVERSITY OF MODERN LANGUAGES,
ISLAMABAD

December 2021
Farrukh Ali
334 MSBA/Ibd/F19



THESIS AND DEFENSE APPROVAL FORM

The undersigned certify that they have read the following thesis, examined the defense, are satisfied with the overall exam performance, and recommend the thesis to the Faculty of Management Sciences.

Thesis Title: **Effect of Social Capital, Organizational trust and Knowledge Reciprocity on Organizational Innovation Capability through Tacit Knowledge Sharing with Self-Concordance**

Submitted By: Farrukh Ali
Name of Student

Registration # 334 MSBA/Ibd/F19

Master of Science in Business Administration
Degree Name in Full

Management Sciences
Name of Discipline

Dr. Nisbat Ali Malik
Name of Supervisor

Signature of Supervisor

Dr. Faid Gul
Name of HOD(MS)

Signature of HOD (MS)

Prof. Dr. Naveed Akhtar
Name of Dean (FMS)

Signature of Dean (FMS)

Pro.Dr. Mohammad Safeer Awan
Name of Pro- Rector Academics

Signature of Pro- Rector (Academics)

Date

CANDIDATE DECLARATION FORM

(Declaration Form to be filled in by Candidate at the time of Submission of Thesis to the Supervisor for Internal and External Evaluation. Follow this pattern strictly, and also let the dotted lines appear on the page)

I Farrukh Ali

Son of Muzaffar Ali

Registration # 334 MSBA/Ibd/F19

Discipline Management Sciences

Candidate of Master of Science in Business Administration (MSBA) at the National University of Modern Languages do hereby declare that the thesis (Title)” **Effect of Social Capital, Organizational trust and Knowledge Reciprocity on Organizational Innovation Capability through Tacit Knowledge Sharing with Self-Concordance**”

Submitted by me in partial fulfillment of MSBA degree, is my original work, and has not been submitted or published earlier. I also solemnly declare that it shall not, in future, be submitted by me for obtaining any other degree from this or any other university or institution.

I also understand that if evidence of plagiarism is found in my thesis/dissertation at any stage, even after the award of a degree, the work may be cancelled and the degree revoked.

Signature of Candidate

Date

Farrukh Ali
Name of Candidate

ACKNOWLEDGMENT

In the name of Allah, the Most Gracious and the Most Merciful. All praises to who provided me the wisdom and courage to accomplish this important phase of my life. This is my important phase of self-development. My praises and Darood for the Holy Prophet Muhammad (Peace be upon Him) whose teachings are the ultimate guidelines for all the humanity.

My gratitude to the NUML faculty members and colleague students who remained supportive through this phase of my life. Particularly, many thanks to the Supervisor Dr. Nisbat Ali Malik who is also my teacher. Without his supervision this compilation would not have been possible.

My gratitude and prayers for my parents whose prayers were critical in this achievement. Support of my wife was telling by taking the share of my burden on her to meet the family needs. Not to forget my daughters who are the source of motivation. Throughout this phase they remained motivational and served as anchor to ease me out from my sheer responsibilities as a family member. Not to forget my senior officers especially reporting office in the office who despite my reluctance to restart my education after the gap of 13 years pushed me for this attempt. They also spared me un-conditionally to concentrate on my studies and forgo official assignments.

ABSTRACT

The purpose of the study is to measure the impact of tacit knowledge sharing and organizational innovation capability. Pakistan's IT industry can be a potent tool to earn foreign exchange. Sharing tacit knowledge is a significant problem and challenging to articulate. Sharing tacit knowledge is a significant problem practiced in knowledge-based organizations.

Pakistani software houses are knowledge-intensive domains where maximum employees are knowledge workers. In this regard, Structural, Relational, and Cognitive Social Capital, Knowledge Reciprocity, and Organizational Trust to stimulate workforce interactions seem beneficial. Moreover, these social constructs thrust tacit knowledge sharing. Self-Concordance will control variables between tacit knowledge sharing and organization innovation capability to harmonize our conceptual framework.

This study will evaluate how structural, relational, and cognitive social capital influence tacit knowledge sharing to achieve organization innovation capability. The research will also determine the impact of organizational trust and knowledge reciprocity on tacit knowledge sharing to impact organizational innovation capabilities. The moderating role of self-concordance has also been statistically examined but unfortunately the relationship has not been proved significant in our study.

Moreover, the unit of analysis considered in this study is the IT professionals from the software house of the Rawalpindi and Islamabad. The sample size considered for this research work is 250 employees. Smartpls 3 is used to measure the mediation and moderating relationship of variables between them.

Keywords: Social Capital, Structural Social Capital, Relational Social Capital, Cognitive Social Capital, Knowledge Reciprocity, Organizational Trust, Self-Concordance, Tacit Knowledge Sharing, Organizational Innovation capability.

Table of Contents

Table of Contents

CHAPTER-1.....	1
INTRODUCTION.....	1
1.1 Abstract and Background	1
1.2 Research Gap	15
1.3 Problem statement	16
1.4 Research Questions	17
1.5 Research objectives	18
1.6 Significance of the study	19
CHAPTER-2 LITERATURE REVIEW	20
2.1 Social Capital.....	20
2.1.1 Structural Social Capital	22
2.1.2 Relational Social Capital	25
2.1.3 Cognitive Social Capital	27
2.2 Organizational Trust	28
2.3 Knowledge Reciprocity.....	29
2.4 Tacit Knowledge Sharing	30
2.5 Self- Concordance	33
2.6 Organizational Innovation Capability	34
2.7 Effect of Social Capital on Tacit Knowledge Sharing.....	36
2.8 Impact of Social capital (Structural, relational, and cognitive social capital) on tacit knowledge sharing and organization innovation capability.....	37
2.9 Effect of Knowledge reciprocity and organizational trust on tacit knowledge sharing and organization innovation capability.....	40
2.10 Mediating Role of Tacit Knowledge Sharing between Social Capital Knowledge Reciprocity and Organizational Trust on Organizational innovational capabilities	42
2.11 Moderating role of self-concordance between tacit knowledge sharing and organization innovation capability.....	46
2.12 Conceptual Framework.....	49
2.12.1 Social capital and Tacit Knowledge Sharing	50
2.12.2 Organizational Trust and Tacit Knowledge Sharing.....	51

2.12.3	Knowledge reciprocity parts in tacit knowledge sharing	52
2.12.4	Relationship between Tacit knowledge sharing and innovation capability	52
2.12.5	Social Capital with mediation tacit knowledge sharing and Organizational Innovation Capability.52	
2.12.6	Organizational Trust with mediation tacit knowledge sharing and Organizational Innovation Capability	53
2.12.7	Knowledge Reciprocity with mediation tacit knowledge sharing and Organizational Innovation Capability	53
2.12.8	Effect of self-concordance and organizational innovation capabilities.....	53
2.12.9	Effect of social capital on tacit knowledge sharing and organization innovation capability with moderation of self-concordance	54
2.12.10	Effect of Organizational trust on tacit knowledge sharing and organization innovation capability with moderation of self-concordance.....	54
2.12.11	Effect of Knowledge Reciprocity on tacit knowledge sharing and organization innovation capability with moderation of self-concordance.....	55
2.12.12	Framework	55
2.12.13	Hypothesis Development	55
CHAPTER-3.....		57
RESEARCH METHODOLOGY AND DESIGN.....		57
3.1	Introduction.....	57
3.2	Methodology	57
3.3	Operationalization of Variables.....	58
3.4	Type of Data	58
3.4.1	Primary Data	58
3.4.2	Study population	58
3.4.3	Sample firms.....	59
3.5	Sample size and selection procedure	59
3.6	Research Instrument.....	59
3.6.1	Measures	60
3.7	Reliability.....	60
3.8	Data Analysis and Processing	61
3.8.1	Structural equation modelling (SEM)	61
3.8.2	Data Coding and Analysis Technique	62
CHAPTER-4.....		63
ANALYSIS		63
4.1	Introduction.....	63
4.2	Descriptive Statistics	63
4.3	Internal Consistency	64

4.4	Convergent Validity	65
4.5	Discriminant Validity Test	66
4.5.1	Fornell-Lacker criterion.....	66
4.5.2	Heterotrait-Monotrait (HTMT) ratio of correlation.....	68
4.6	Structural Equation Modeling (SEM).....	69
Table 4.6.1: Direct Effects		70
Table 4.6: Indirect Effects		71
4.7	Mediation and Moderation Analysis	71
CHAPTER-5.....		80
DISCUSSION, CONCLUSION AND RECOMMENDATIONS		80
5.1	Discussion.....	80
5.2	Implications of the study	90
5.3	Future Directions	91
5.4	Limitations of the study	92
5.5	Conclusion	92
REFERENCES.....		94
QUESTIONNAIRE.....		112

CHAPTER-1

INTRODUCTION

1.1 Abstract and Background

Innovation achievement is a prime goal of any organization. Tacit knowledge sharing is considered to be the prime construct of knowledge intensive organizations. This research targets to analyze the effect of social capital, organizational trust, knowledge reciprocity on organizational innovation capability through tacit knowledge sharing using self-concordance as moderator. Data was gathered from 250 IT professionals located in Islamabad IT based organizations. The researchers used PLS - SEM (Partial Least Squares Structural Equation Modelling Approach) for data interpretation. The findings of the study shows that tacit knowledge sharing positively mediates between social capital, knowledge reciprocity and organizational trust. However, self-concordance has failed to significantly impact as moderator between tacit knowledge sharing and organizational innovation capability. The results generalizability cannot be cent percent achieved as it targets the one particular industry that is the IT based organizations located in Islamabad. Moreover, the sample size comprised of 250, that can be further expanded to get more generalized results. As for as the Significance of the study, this study may facilitate the managers and researchers in promulgating the tacit knowledge sharing as one of the potent constructs to impact the organizational innovation capability. It may also highlight the importance of social capital, organizational trust and knowledge reciprocity as important construct to surge tacit knowledge sharing in enhancing the organizational innovation capability. It will also serve as a guideline for the management to promote autonomy in workplaces specially to facilitate the knowledge worker.

This study has evaluated how structural, relational, and cognitive social capital influence tacit knowledge sharing to achieve organization innovation capability. The research will also determine the impact of organizational trust and knowledge reciprocity on tacit knowledgesharing to impact organizational innovation capabilities. The moderating role of self-concordance will also be measured. Moreover, knowledge reciprocity flourish on intent basis. When a knowledge provider intentionally promulgates knowledge, he is responsible for the robust knowledge facilitation. Therefore, the intention of knowledge sharer is very important (Serenko & Bontis, 2016).

The purpose of the study is to measure the impact of tacit knowledge sharing and organizational innovation capability. Pakistan's IT industry can be transformed into a knowledge hub. Sharing tacit knowledge is a significant problem and challenging to articulate and practice in knowledge-based organizations.

Every organization wants to achieve innovation. It is one sublime tool that provides a firm with a competitive advantage over its competing firms. The prime task of the managers is to enhance organizational innovation capabilities. For this they carry out extensive brainstorming that includes both conventional and un-conventional methodologies. Enhancing organization innovation capabilities through knowledge sharing and socialization practices is a new way to spate organizational surge.

Knowledge is the backbone of success. In today's competing world, it is the knowledge that separate between a successful and average firm. Moreover, knowledge is more diversified into tangible knowledge, a knowledge that exists in physical shape that access is more or large pervasive for all. Apart from tangible knowledge, there exists a special kind of knowledge that may not exists tangibly but bears value. This knowledge is called tacit knowledge, a knowledge that is experienced based and that lies with its holder.

We are living in a global village where societal practices play a vital part in every life aspect. Social capital, now a days holds special kind of nuisance value in professional domains. Its gel works to stay together and work for the organization. Not only it embeds people together but also enhance their efficiency that is pre-requisite to attain desired goals.

In effective embeddedness between work force trust is very pivotal. There are two types of trust. Interpersonal trust that harmonizes personal relations and organizational trust that endeavor employees trust on its organization in pursue of a career. This trust ensures and interprets a well-being expectation by the employee on his organization.

Reciprocity is a critical aspect in human behavior. Humans tend to reciprocate the gestures of their colleagues. In professional domains, knowledge reciprocity not only strengthen the employee's working relationship but also it addresses the issues of the unhealthy competition prevail between the co-workers to vanguard their nuisance value.

In nascent professional fronts, employees are subservient to perform duties on behest of their supervisors, to attain tangible rewards or being motivated externally. Most of the time they

are subjugated under supervisors' instructions to do their given professional tasks thus sacrificing their want to pursue the task. Self-concordance is an approach that confabulates employee inner motivation to perform their work. It promulgates "What I want" approach.

The incumbent knowledge industry is subservient to knowledge circulation for competitive advantage (Grant, 1996; Liu & Phillips, 2011). These knowledge facets are compliant on to the performance of knowledge workers to vanguard their competitive edge in the market. Information technology (IT) industry is knowledge-intensive organizations.

IT-related organization innovation capabilities are subjugated on their knowledge-sharing channels to attain innovation capability (Connelly et al., 2012). Innovation capability transforms growth and provides a competitive advantage to organization. Embracing change is celestial to handle market unpredictability. Innovation capability requirements of the employees vary as per the rank and stature (Coff et al., 2006 & van den Berg, 2013), many sublime researchers have jotted the importance of Knowledge sharing to surge innovation (Nonaka, 1994; Nonaka et al., 2000). Smooth knowledge sharing practices in organization strengthens innovational organizational capacity (Bolisani & Bratianu, 2018 & Nonaka, 1994).

Pakistani software houses are knowledge-intensive domains where maximum employees are knowledge workers. In this regard, Structural, Relational, and Cognitive Social Capital, Knowledge Reciprocity, and Organizational Trust to stimulus workforce interactions seems beneficial. Moreover, these social constructs thrust tacit knowledge sharing. Self-Concordance has the tendency to be used as a moderator between tacit knowledge sharing and organization innovation capability to formulate our conceptual framework. Knowledge sharing is the sublime feature of the knowledge-intensive organization's competitive advantage.

The tacit knowledge is implicit and often complex to share with others. Tacit knowledge holds a personification to the holder's experience. Moreover, tacit knowledge flourishes in social conduits. Tacit knowledge has the prowess to facilitate organization innovation capability. The spate of tacit knowledge is vital for organizational growth. Knowledge tacitness also impedes innovation. Tacit Knowledge implicit and patent like nature makes it cumbersome to articulate and compile (Koskinen & Vanharanta, 2002 & Wipawayangkool & Teng, 2016).

Self-Concordance refers to the employees' personal interests in undertaking a task. It warrants employees own intent towards organizational tasks and goals. High self-concordance

promulgates employees' high motivation. The self-concordance intrinsically drives workforce motivation to achieve their goals (Sheldon, 1999). It has been enumerated that controlled motivates also impede goals accomplishments (Cairó Battistutti & Bork, 2017) & (Lin, 2007).

The capability refers to the up gradation of an organization strategic vision to maximize the competitive fissures in a market. Innovation capability is a linchpin to foster organizational product development and embrace new technologies (X. Zhang et al., 2017), Innovation capability also uplifts organization innovation strategies (Nonaka, 1994). An organization's innovation capability enhancement is pivotal in its performance graph (Hau et al., 2013& Yu et al., 2013).

The absence of clarifying key inquiries with regards to the modes operandi i.e. how to do it, where to begin, when would it happen, and who is the principle handler for development and uplifting the innovation technology inside and outside of any organization. Thus, a steady stream of examination affects people, organizations, and associations on advancement execution (Coleman, 1988).

In this sense, past customarily examined public arrangements, innovative work content, and research methodology, organizations of connections have been considered as a practical source to spread information, data, and asset. These organization builds are likewise considered as an important variable to force advancement (S. C. Yang & Farn, 2009), these relationship networks as significant figures of information, data, and assets, which are important conditions for development (McInerney, 2002). Social capital scholars arose in the field, taking into account that information and assets implanted in networks are at this point not individual, and an organization asset accessible to be assembled and transformed into monetary increases by their individuals (Wang and Noe, 2010).

Researchers were concerned about the advantages and disadvantages of participating of social capital that goes past formal and authoritative linkages like kinship and connection to encourage development results, thinking about more grounded, similar to kinship and family relationship, in advancement results in between organizational and intra- organizational settings (Nguyen, 2020).

These various perspectives on social capital and its sub dimensions are merged in the accessible writing as structural, relational and cognitive) show another component of embeddedness

thinking about the common portrayals and understandings among network individuals, the psychological cognitive social capital measurement (Zhang & He, 2016).

The exploration will investigate the structural, relational, and cognitive elements of social capital introduced on advancement and innovation improvement's structure impact development and innovation advancement in between organizational and intra-authoritative settings. For accomplishing this objective, it has depended on subjective contextual analyses (L. Zhang & He, 2016).

Such relationship and causal impacts through quantitative examinations (Wang & Noe, 2010). It is contended that a scientific speculation started from valuable for the perception of the phenomenon of revenue since it is depending on bits of knowledge assembled from inside and out examinations.

The investigation of social relations gives the premise to sociological examinations since its start through ways to deal with social hypothesis (Hau et al., 2013). The study on social capital depicts the construction of social relations as a commitment. The renowned hypothesis the strength of the weak ties (Vasin et al. 2019), alongside his propositional impact of social embeddedness to quantify financial activities (Q. Huang et al., 2011) are viewed as the mainstay of the occupant informal organizations hypothesis as an establishment for the advancement of the social capital's perspective (Holste and Fields, 2010).

The commitment to social capital hypothesis is Pierre Bourdieu's examination work that stimulated the expression "social capital" known to the proficient nowadays (Bourdieu 1985). Financial capital, which is straightforwardly connected with money related additions, is not the solitary type of capital (i.e., amassed work). He portrayed that there are two distinct intends to gauge monetary advantages that are social capital just as social capital (Vasin et al. 2019).

Despite the naturalist clarifications given by the people's practices, the social capital emphasizes to the information (instruction) and social history that drives an individual or a family to prevail in different determinants. Also, the Bourdieusian version of social capital considers it as the aggregated potential asset got to through the enrollment in a regulated gathering of people, that is, a steady organization of associations, thinking about it as a social capital (Wang & Noe,2010).

The compensations of getting to and activating the social capital are for an individual solidarity (Shao et al., 2016). Another predominant point of view that arose in the investigations of social capital was the communitarian viewpoint, financed by (Borges et al., 2019). It is recognizable from past ways to deal with think about social capital as an assortment of assets, correspondence, and standards, which, implanted in thick organizations, structure a feeling of city excellence toward financial turn of events (Chow & Chan, 2008).

A shared characteristic between these methodologies is the social capital affirmation, both interior and outer, independent of the investigation level might be individual, a gathering, or as large as a country. It likewise fills in as a holding paste for social capital Lin (2007). While holding, social capital lies on solid associations among people profoundly installed in networks.

The various kinds of social capital, there is a quest for an optimal sort of systems administration that is a moving subject in organizational conversation areas. This pursuit taught two inverse floods of exploration, having their own contentions and steady substance. The primary gathering declares the thick systems administration bunches where people who have solid network are bound to foster higher trust levels; they are likewise sharing more information and hence increment their desired output (Shao et al., 2016).

The subsequent gathering contends that scanty organizations where underlying openings are available are bound to ensure admittance to non-excess data and information, prompting expanding authoritative execution (Chen et al., 2018). Nonetheless, this way of thinking put their loads towards the best design of organization structure that is setting subordinate.

The principal bunch lessons the social capital on the intra-authoritative level, that is, inside organizational limits. In this situation, social capital was discovered to be important in clarifying key arrangement (Jensen et al., 2019).

The subsequent feature is concerning the advancement of between authoritative social capital (Shao et al., 2016) that is, outside organizational limits. Ongoing discoveries identifying with social capital deciphers the improvement in authoritative and its partnership execution (Q. Huang et al., 2011), information move and development.

It is vital that regardless of the past center around the underlying organization arrangement to exhibit various leveled benefit, and admittance to asset, force, and data (Putnam et al., 1994), Granovetter's hypothesis of embeddedness states that the social part of social capital is just about as significant as the primary (Nahapiet & Ghoshal (1998). In this sense, researchers may consider the amount as well as the nature of connections (Jensen et al., 2019).

Basing upon this differentiation among underlying and social parts of social capital and upon the point of view of Yu et al., (2013) proposed a scientific perspective thinking about social capital as a multi-layered and multidimensional idea. Social capital is established of the comprehensive examples of unoriginal ties in primary measurement, just as the individual and passionate installed of entertainers implanted in an organization (social measurement), and the portrayals and implications that are shared by the creators in an organization.

Structural social capital is utilized to gauge and assess the underlying element of organizations. Factors like thickness, centrality, attachment, and underlying openings are most generally embraced for addressing network ties, arrangement, and variables of social capital primary measurement (Shirom & Melamed, 2006). For surveying the social measurement, network shared trust, standards, commitments, and recognizable proof are the most well-known factors, concerning estimating intellectual measurement, shared codes and language, and shared stories are the factors proposed by (Hobfoll's 1989).

Shirom, (2007). addresses two sorts of information that live inside organizational limits: unequivocal information and unsaid information. Express information is formal information that can be verbalized, arranged, fixed, and bears actual shape (Wefald et al., 2017). Notwithstanding, inferred information is the most overwhelming information that alludes to the ability and experience of the people. It can either be setting explicit and furthermore abstract.

In this investigation, unsaid information sharing alludes to the level to which a representative might want to share his own, proficient encounters and understood information with his associates (Gao et al. 2020). Researchers have pinpointed numerous components that tend to impact implied knowledge reciprocity and tacit knowledge sharing under the boundaries of authoritative areas. In view of (Shraga & Shirom, 2009), system this article will concoct the

significant components that tend to impact tacit information partaking in associations into three classifications: singular attributes, natural, and persuasive elements.

Social capital in proficient areas alludes to the social associations, like organizations, standards, and trust that work with activity and participation of the representatives for shared advantage. Shraga & Shirom, (2011) depicted social capital as the asset to orchestrate representatives into social organizations. It additionally examined the conceivable adverse consequences of social capital like weakening of the rationalistic cycle and non-normal acceleration of responsibility.

Social capital, as a bunch of assets established in systems administration connections, can be deteriorated into three particular aspects: structural capital, relational capital, and cognitive capital (Shirom et al., 2008). Structural capital is overall design of social associations among people. Social capital incorporates the resources made and utilized through continuous connections that impact social entertainers' conduct. Cognitive capital as the normal comprehension among social entertainers through shared language and accounts. These measurements that advance communications among people supply thought processes in people to act altogether and offer information (Shirom et al. 2010).

Trust has been broadly considered as a pivotal facilitator of information partaking in the information-based administration writing. Trust as a key component for making a joint encounter among people to spate implied information sharing. Tsai & Ghoshal, (1998). Referenced that individual, as a rule, are disavowal to share their own insight without organization trust. This is particularly when workers have a few reservations that their insight sharing could imperil their life span (Tsai & Ghoshal, 1998).

The organizational trust display in information sharing exercises. Göksel and Aydıntan (2017) established his investigation into eight associations, tracked down that the absence of trust between information searchers and information beneficiaries bodes down information trade. Leana & Buren's (1999), likewise surfaced a comparative example to depict what relational trust meant for information move among working accomplices inside a Fortune 500 organization in the United States.

The organizational trust is named as a multidimensional develop. Wasko & Faraj, 2005), noticed that relational trust bears both psychological based and emotional based establishments. Considering this oddity, it is portrayed trust into two principal types: comprehension-based trust and influence based trust. Cognizance put together trust is based with respect to the trustor's evaluation of the trustee's ability and his steadfastness (Holste & Fields, 2010).

In the Western trust writing, trust is named as a multidimensional build. Alparslan & Kılınç, (2015) noticed that relational trust bears both intellectual based and full of feeling based establishments. In view of this curiosity, (Alparslan & Kılınç, 2015) has depicted trust into two primary sorts: comprehension-based trust and influence based trust. Comprehension put together trust is based with respect to the trustor's appraisal of the trustee's capability and his constancy. This division of trust has been broadly highlighted in numerous investigations on relational trust and its effects on agreeable practices including information sharing (Fritz et al., 2011).

According to the Western perspective, the arrangement of cognitive social capital goes before the advancement of effect-based trust (Oh et al., 2004). Moreover, the trustor's benchmark assumptions for the trustee's firm quality and dependability should be met before the two sides put further embed in a passionate ties with each other.

While perceiving the division between discernment based and influence based trusts likewise exists in organization culture, the researchers noticed that influences based trust alludes principally to genuineness and will in general bear more impact on the improvement of close relational connections (Isen & Daubman, 1984). In addition, all things considered, individuals construct influence based trust prior to creating judgement based organization trust. At the end of the day, it would normally assess the truthfulness of someone else prior to evaluating their capacity or certifications in shaping connections.

Despite the fact that authoritative trust seems to go before and offset cognizance-based confidence in the organization culture, they are more diligently to isolate (Fredrickson & Losada, 2005), by maintaining these methodologies might be quicker and furthermore astonishing. The superb explanation is that worker's vibe cheerful when they are asked to lessen their considerations and it would be approached in a meaningful way to tackle organizational trust issues. (Ben Hador, 2016). A very few knowledge reciprocities the board movement will not be fruitful if firms consider

just the existed information from inside the association and furthermore care about the person's thriving and aims to enhance tacit knowledge sharing.

There are contrasts in caring implications with respect to organizational practices on the off chance that it contains supporting people to share and furthermore learn. The chiefs should give the setting to uncover that they do really focus and feel on their self-concordance and furthermore the organizational achievement (Lee et al., 2018). People should realize how to clarify their sentiments to bring numerous accommodating data and information into some structure. It ought to likewise be featured that every representative's experience should go about as a joining force signal in tacit knowledge sharing information the board association.

At the end of the day, it guides to workers with continuous gives mean direction to the representatives to give them the attention to accomplish their ideas . For supporting this there ought to be consolation and giving assistance while vital and it to be done as inspiring people to proceed with participation for the information setting. Thus, by having direction and backing inside the firm they will show that firm is thinking often about the learning cycle and information sharing and furthermore its belongings. Trust and trust in associations" authority made a more helpful information sharing climate (Spreitzer et al., 2005).

Organization innovation capability is one of the idea to endure outer characters (Shraga & Shirom, 2009). It is a thought, practice or product considered (Welbourne et al., 2005). Adding to the conversation on the significance of development, analysts have examined advancement capacity as a social capital factor to further developed business execution, endurance, development.

Organization innovation capability gives a firm a feasible upper hand and in the execution of the whole technique and is tacit, just as being firmly identified with test obtaining and inside encounters (Salanova et al., 2006). (Development capacity of an association alludes to organizational advancement ability). Moreover, the complexities of organizational innovation warrant social networking through social circle formation (Silva, E.M, 2020).

This has prompted certain acknowledgment among researchers and professionals that "development is power" for firms and different associations (Hadjimichael & Tsoukas, 2019). The examination on the job of information the board on advancement, focused on the way that through

a development cycle, firms keep on making upgrades, which prompted utilizing the flow assets as well as in bringing new, elusive resources for the firm.

Precursors to Organization innovation capability have likewise drawn liberal consideration. These are on the advancement of an association has distinguished data innovation and information the board (Felício et al., 2014).

The current examination focusses on tacit knowledge sharing the executives which accepts all information related exercises and saddles to make organizational worth (Ordóñez de Pablos, 2004). Information sharing, which is characterized as "the trading of information between and among people, and inside and among groups, organizational units, and associations" is quite possibly the most interesting, significant, and basic assets for an association.

Tacit knowledge sharing is a facilitator to employees by diminishing expense, further developing group execution and Organization innovation capabilities. For instance, an association that has effectively utilized information sharing to acquire significant.

Besides, this exploration considers had shown the way that that tacit knowledge information sharing, the two key mainstays of information sharing, assume a significant part in encouraging the advancement capacity of an association (Cassidy & Cassidy, 2019). While different types of social capital depend on resources, the establishment of social capital lies in the connections among people and their cooperation with their networks (Hadjimichael & Tsoukas, 2019). It has a significant factor in cultivating development in an association. At last, the default method of clarification of the social marvel has moved from an individualistic property to the social capital dimensions.

An investigation of the tacit knowledge sharing, and advancement demonstrated that while there have been earlier examinations on these points, there still exists a lack of writing associating the ideas of social capital, inferred information sharing and knowledge reciprocity in assessing an association's Organization innovation capability, alongside the job that information correspondence and nature of implied information may play in accomplishing something similar.

The knowledge reciprocity contribution in organization innovation capability, the current examination attempts to expand the current assemblage of information by inspecting the aggregate job of social capital, implied information sharing, information quality and correspondence in

encouraging the development ability of an association. Shirom, (2003) in their article relating to the job of information partaking in working with advancement abilities, recommended that a firm making progress toward development utilizes a "learning-by-doing" (Ganguly et al., 2019) impact, which makes it somewhat extreme for contenders to emulate and that the challenges are additionally escalated by the enormous tacit segment of research and development opportunities of organization innovation capability.

It examines the wonder of an organization innovation capability (or diffusing, as indicated by Rogers) across the populace over the long run. Sanz-Vergel et al., (2011) hypothesis of development dissemination can likewise be inexactly applied to the advancement capacity of an association, where dispersion of unsaid information may likewise assume a considerable part in encouraging the advancement ability.

Moreover, the idea of tacit knowledge sharing holds the seeds to an amazing competitive edge and advancement development results from the appropriate saddling of implied information. It holds a comparative mien that training part of information should be inserted in gatherings of training in comparative relevant conditions. They place that disregarding practice part of information would additionally add to "tenacity of information" (Heaphy & Dutton, 2008) which would antagonistically influence advancement capacities.

Information and scholarly capital have gotten progressively significant in the period of information economy, and information the board ability has hence become the most basic proportion of an association's practical upper hand (Leana & Buren, 1999).

Tacitness is also considered to be causal ambiguity that impedes knowledge sharing (Uygun, 2013). Tacit knowledge is a complex construct and the major impediment for knowledge sharing activities in an organization (Fleck J., 1996). Notwithstanding, tacit knowledge sharing is frequently extremely challenging (Carmeli et al., 2009) in light of the fact that information is generally viewed as a significant of intensity and people are regularly hesitant to share their insight.

Because of the difficulties in knowledge sharing, unsaid information the executives research has zeroed in on recognizing basic tacit knowledge sharing (Wasko & Faraj, 2005), and a

developing number of studies have turned their considerations to the effect of authority on information sharing.

Moreover, research on knowledge sharing has seldom thought to be the interceding factors during the time tacit knowledge sharing and hence the instrument on how groundbreaking administration influences information sharing has likewise stayed muddled (Spreitzer et al., 2005).

The possibility of self-concordance is conceptualizing ideal objective endeavoring. Self-concordant people will be individuals who seek after life objectives with a feeling that they express their genuine decisions instead of with a feeling that they are constrained by outer powers. In this way, self-concordant objectives are ones that address individuals' real advantages and interests just as their focal qualities and convictions.

Self-concordance objectives are ones that are sought after with a feeling of "having to," as the individual does not actually appreciate or have confidence in the objectives. To quantify self-concordance, it has drawn from self-assurance hypothesis (Shraga & Shirom, 2009) and its idea of the "apparent locus of causality continuum". Exploration zeroing in on Western examples has shown that self-concordance. Furthermore, self-concordance likewise predicts longitudinal expansions in SWB via the more noteworthy objective achievement motivated without anyone else concordance.

In view of such discoveries, Chow & Chan (2008) recommended that self-concordance—that is, the feeling of "claiming" one's very own objectives—may be a socially invariant need or advantage for people. Nonetheless, Sheldon revealed no diverse objective information to help this thought. Self-assurance hypothesis (Saks, 2006) recommends that inside people, a disguise interaction is busy working those changes over accepted practices and demands into actually supported qualities.

They recommend that five distinct types of self-guideline which epitomize the degree to which conduct is self-resolved can be recognized:

- External guideline implies that conduct is completely remotely resolved, for instance, to stay away from discipline or to acquire rewards.

- Introjection involves that external impacts are part of the way disguised without turning out to be essential for oneself, for instance, to stay away from sensations of blame or disgrace.
- Identification alludes to an individual acknowledgment of the qualities that underlie conduct. There is a fuller disguise albeit the actual conduct may not be pleasant all by itself – for instance, practicing or finishing errands.
- Integration is an expansion of ID in that it implies a full incorporation and recognizable proof of the qualities hidden conduct.
- Intrinsic inspiration is set at the most distant finish of the self-assurance continuum. Here, exercises are done only for the delight of the actual exercises, similarly as with moving or meeting companions.

The full coordination of these qualities and guidelines – regardless of whether initially outside or inside – where people's requirements are in amicability with their conduct is called self-concordance (Sheldon, 1999). In the operationalization of self-concordance (Brock et al., 2005) interpretations are considered as the sublime content.

The overall degree of self-concordance can be determined by deducting the normal degree of controlled inspiration from that of the normal degree of self-governing inspiration. The importance of self-concordance for objective advancement has been displayed in a few examinations (Donoso et al., 2017). Both in hypothesizing and in most prior examinations, self-concordance was utilized as an overall list (Lee et al., 2018).

Social Exchange theory is one of the premises content to interpret the people's behavior when it comes to reciprocity. According to George Homans, people first evaluate risks and benefits before precluding any exchange process. As it is a give and take process, therefore, other constructs that comes into its domain includes trust, interpersonal commitments and collective actions (Cook, 2013).

The concept of self-concordance is derived from self-determination theory. Self-Concordance promulgates the people level of self-determination and autonomy to undertake any task. To further extend the self-concordance, the self determination theory interprets employees “want I want” approach or their own personification to pursue a task rather than being influenced

by the domain or situational factors. Thus self-determination theory and self-concordance portrays intrinsic drivers that inoculate the employees own intent to undertake a task (Stehr et al., 2021).

1.2 Research Gap

Knowledge sharing and innovation capabilities enhancement studies are one of the key aspects that has seek the interest of many notable researchers. Numerous literatures of the researchers have ascertained their relationship but the canvas of subject warrants extensive research to interpret the hidden aspects of both knowledge sharing and organizational innovation capabilities by embedding other novel variables (Nham, 2020). The success of knowledge-intensive organizations heavily depends on its knowledgeable workforce performance. In this regard, sharing tacit knowledge is one significant impediment being hard to inculcate (Rhodes et al., 2008). The prevailing competitive environment warrants Knowledge-intensive organizations to embed knowledge sharing with innovation capabilities strategies. Moreover, knowledge sharing is one of the biggest barriers that encapsulate the employee's performance. Therefore, by maximizing the preach of knowledge sharing activities from this gap can be narrowed down (Nham, et al., 2020).

Tacit Knowledge sharing and innovation capabilities have a relationship as per the available literature content. However, for concrete embeddedness it needs to be further investigated with novel variables having affinity with both Knowledge sharing and innovation capabilities at both individual and organizational level (Mahmood, et.al. 2020).

Social capital is a potent Knowledge Sharing instrument. Trust deficit also evades knowledge sharing between the organization workforces. Knowledge Reciprocity is also a vital construct to bolster tacit knowledge sharing. Self-Concordance interprets the workers own willingness to undertake the assigned tasks. Social capital is "the networks of relationships among people who live and work in a particular society, enabling that society to function effectively".

Knowledge sharing is a complex business in the organizations. Knowledge-based organizations often find it challenging to motivate employees to incorporate tacit knowledge with other employees. Knowledge Tacit is one of the major knowledge stickiness. Therefore, it needs academic attention (Hau et al., 2013).

Knowledge sharing regarding organization innovation capability is a broad range subject that warrants in depth continuous research (Peet, 2012). Its ramification is subservient to the investigation of novice constructs. In this regard, the Self-Concordance provides newness to this

study and exhibits the employees' intrinsic desire to undertake specific tasks. In professional domains, this element is neglected, and employees are compelled to perform what their managers want. Therefore, it provides an ample research gap to study. Moreover, self-concordance is important aspect. It has been observed that employees at times are not attempting what they want in professional domains. Therefore, this aspect needs to enhance the study scope of self-concordance (Smyth, 2020).

1.3 Problem statement

Sharing tacit knowledge is a significant problem especially when it comes to harmonizing the work force of knowledge in knowledge intensive domains to achieve innovation (Chen, et al. 2018). It has been observed empirically that knowledge workforce is found reluctant to share their tacit knowledge. They exhibit this behavior to save their important status in the organization hierarchy (Mahmood et al., 2020 & Yu et al., 2013). However, this attitude of the knowledge worker is one of the biggest impediment that affect the organization's innovation capability due to lack of tacit knowledge sharing among employees. As organizational innovation capabilities are positively related to the performance therefore it is the biggest impediment (Chen et al., 2018). Therefore, there is a need to study tacit knowledge sharing viz-a-viz to organizational innovation capabilities with new variables mostly of social and behavioral nature to formulate a workable framework in different environments and sectors (Ganguly et al., 2019).

Moreover, social capital is a neglected segment in Pakistani professional domains. Its negligence also hurred organization innovation capabilities that is a problem to be addressed.

Therefore, there is a need to study tacit knowledge sharing viz-a-viz to organizational innovation capabilities with related variables to derive a framework that help Pakistani IT industry. Pakistani IT industry is a backbone of our economy. For IT related firms' tacit knowledge sharing is critical to embrace innovation. It helps them to handle market competition (Holste & Fields, 2010). Pakistan's IT industry is a backbone of the country to earn foreign exchange. Removing tacit Knowledge sharing barrier will improve their innovation capability. Knowledge Workers are reluctant to share tacit knowledge to vanguard their value. In this regard, frail trust between the co-workers is also a contributory that impede organizational performance.

Remains to encapsulate with the few. To mitigate this risk, incorporating social and trust-related constructs into the core curriculum of the organizational practices is fruitful. In this regard, Structural, Relational, and Cognitive Social Capital, Knowledge Reciprocity, and Organizational Trust to impetus workforce interactions seems beneficial. Moreover, these social constructs thrust tacit knowledge sharing. Self-Concordance will control variables between tacit knowledge sharing and organization innovation capability to harmonize our conceptual framework (Mahmood, at al. 2020).

IT being a sublime knowledge-based industry holds the future of Pakistan. It is the viable channel having the depth and scope to accommodate the youth bulge of the country. Presently the IT industry only contributes to GDP of the country that needs to be uplift (invest.gov). The same is supported by the figures of export remittances that Pakistan earned in 2019-2021. The country earned USD 1.231 Billion in export remittances that contributed to approx. 23.71 per cent growth. Furthermore, the information ministry is targeting USD 5 billion by 2023 through the exports of IT and software development (Pakistan Today, 2020). All these achievements need on- ground reforms to maximize the country's GDP.

IT sector is a backbone of Pakistan economy. In order to increase our foreign exchange, Pakistan needs to uplift the IT sector. Pakistani software houses are knowledge-intensive domains where maximum employees are knowledge workers who utilize their skills to help their firms to achieve organizational innovation capabilities. Tacit knowledge comes from experience and a potent tool to achieve innovation (Kucharska, 2021). However, employees usually found hiding their valuable knowledge with their colleagues (Anand, et al., 2020). This knowledge sharing impediment also obstruct the firm's innovation capabilities and their objectivity at large. Therefore, this impeding knowledge sharing is a problem that needs to be addressed.

1.4 Research Questions

1. What is the significant impact between Social Capital (Structure, Relational and Cognitive) and tacit knowledge sharing?
2. What is the significant effect of organizational trust on Tacit Knowledge Sharing?
3. Is there a significant relationship between knowledge reciprocity and tacit knowledge sharing?
4. What is the significant impact between Social Capital (Structure, Relational and Cognitive) and organizational innovation capabilities?

5. Is there a significant relationship between the organizational trust and organization innovation capability?
6. Is the relationship between knowledge reciprocity and organization innovation capability is significant?
7. Is there a relationship between tacit knowledge sharing and organization innovation capability?
8. Does self-concordance have the potency to significantly moderates between tacit knowledge sharing and organization innovation capability?
9. Is the mediating role of tacit knowledge sharing between Social Capital (Structure, Relational and Cognitive) and organization innovation capability is significant?
10. Is the mediating role of tacit knowledge sharing between organizational trust and organization innovation capability is significant?
11. Is the mediating role of tacit knowledge sharing between knowledge reciprocity and organization innovation capability is significant?

1.5 Research objectives

1. To calculate the effect of the social capital, tacit knowledge sharing and organizational trust on organizational innovation capability through tacit knowledge sharing using self-concordance.
2. To calculate the significant level of the relationship between Social Capital (Structure, Relational and Cognitive) and tacit knowledge sharing.
3. To measure the significance level of organizational trust on Tacit Knowledge Sharing?
4. To measure the significance relationship of Knowledge Reciprocity on tacit knowledge sharing.
5. To analyze the significant relationship of Social Capital (Structural, Relational and Cognitive) and organizational innovation capability.
6. To analyze the significant relationship between the organizational trust and organization innovation capability.
7. To calculate the significant impact the relationship between knowledge reciprocity and organization innovation capability.
8. To measure the significant level between tacit knowledge sharing and organization innovation capability.
9. To measure the significant effect of self-concordance as a moderator between the tacit knowledge sharing and organization innovation capability.

10. To measure the significance impact of tacit knowledge sharing as mediator between social capital and organizational innovation capability.
11. To measure the significance impact of tacit knowledge sharing as mediator between organizational trust and organization innovation capability.
12. To analyze significance impact of tacit knowledge sharing as mediator between knowledge reciprocity and organization innovation capability.

1.6 Significance of the study

For academia and the Researchers, this research will further provide an initial content to study our frame work with novel constructs. It will also provide them a critical and logical thinking to further promulgates the importance of tacit knowledge sharing through research.. It will provide a guideline to firms especially organizations having sublime population of the knowledge workers to design training curriculum to inculcate these variables as subjects. Mostly in Pakistani business environment innovation is being achieved through traditions means by only incorporating the strengths related to academic qualifications. This study may broader the attention of the managers to ponder upon other means of career development of the employees related to social and behavioral constructs. More often social and behavioral constructs seem to be neglected. Few IT companies have shown interest in conclusion of this study to implement in their training manuals. At least, this study will act as a thought-provoking mode in these organizations. In this sense, organization might employee our framework in their business domains.

The significance of this study has importance for the top managers to relate the employees intentions with the theory of social exchange and self-determination. As theory of social exchange renders cost versus benefit analysis where employees weight these measures before indulging into any sort of exchange process. Moreover, it also uprises the managers to provide work autonomy environment to the knowledge workers.

CHAPTER-2

LITERATURE REVIEW

2.1 Social Capital

Social capital addresses a bunch of coordinated assets for social and financial exercises. Social capital can likewise work with the exercises of higher-performing people to partake in acquiring financial assets to accomplish shared objectives. Scientists have shown that social capital has three measurements. They are called primary, social, and intellectual. Underlying capital addresses the example of general reciprocity between people (Lin, 2007; Podrug et al., 2017).

This measurement mirrors the situation of clients in the social framework and distinguishes the capacity of clients to get to assets. In the interim, a primary social idea is characterized as "social hubs" that shows the level of association and accessibility of individuals with the companions' rundown in the organization. Social hubs mirror the construction and nature of the relationship in the informal community.

Firms are inculcating social networking tools to improve their knowledge flows within the organization. These knowledge-based networking apparatus facilitates the firms to uplift their innovation capabilities (Acosta & Navaro, 2016).

Social capital portrays the degree of trust among individuals in interchanges. This factor mirrors the idea of the work with different individuals and the nature of individual connections. The relationship file of social capital depicts a close to home relationship that people make with one another in view of the historical backdrop of their collaborations. This idea enters on the specific connections that people have, like regard for kinship, which influences their conduct. This is a result of these individual connections that social thought processes like warmth, endorsement, and genuineness come to presence.

As indicated by social capital hypothesis, individual's ability to sharing data and knowledge is impacted by social capital (Kasser & Myles, 2002). At the point when social associations are cordial, individuals will in general share their insight and data. As it is referenced over, the social capital hypothesis has three measurements.

These three measurements are key components in knowledge and data sharing. Past studies in knowledge sharing idea show that the social capital is a vital factor in knowledge offering conduct of people to association advancement ability. Knowledge sharing is basic to a company's achievement in the present exceptionally cutthroat climate (Cummings, 2004). Adequately reassuring workers to share helpful knowledge across the association can increment and support an association's upper hands (King, 2006). Various studies on association and knowledge the board (KM) have demonstrated that representative knowledge sharing improves firm execution like absorptive limit and advancement capacity (Giudice et al., 2015)

It has shown that knowledge transference between colleagues is fundamental in keeping up with significant degrees of gathering and organizational usefulness. Since representatives' knowledge sharing expectations are one of the solid indicators of real worker knowledge sharing conduct (Soto-Acosta et al., 2015), numerous specialists have considered its different contributing variables. Past examinations, nonetheless, appear to be restricted in that they did not address the sort of knowledge to be shared. Knowledge divided between representatives can be delegated either tacit or unequivocal (Darroch, 2005). Tacit knowledge isn't effortlessly classified or explained in light of the fact that it is implanted in a person's mind or experience, for example, ability or expertise (Del et al, 2016).

Then again, unequivocal knowledge is effortlessly communicated constantly as composed records, like reports or manuals (Nonaka & Takeuchi, 1995). Accordingly, tacit knowledge is more diligently than unequivocal knowledge to divide between workers, since sharing it costs essentially additional time and exertion (Yoo , 2014).

This iterate that the knowledge sharing empowering influences of past examinations may have positively affected tacit or unequivocal knowledge sharing expectations. It is due to their fact that knowledge bearers willing to share their personal or articulated knowledge either as prerequisite to acquire new knowledge from others or when it is adamantly used to show their value.

Accordingly, the premise of this examination is to reconsider the effect of significant knowledge sharing predecessors of representatives' tacit knowledge sharing aims. The significant

knowledge sharing predecessors to be reconsidered fall into bi classifications these are of course individual and social domains. Inside the individual classification, workers' outward and natural inspirations are the premise of the development of their insight sharing expectations (Borgatti & Li, 2009).

Earlier KM examines have called attention to authoritative prizes and reciprocity as notable outward inspiration (Akhavan & Hosseini, 2016) and pleasure as basic inherent inspiration (Wulff and Ginman, 2004). Concerning social classification, since knowledge dividing comprises of social associations among representatives and such collaborations are impacted by the connections between people, worker social capital has been known to assume a significant part in shaping their insight sharing aims (Borgatti & Li, 2009).

2.1.1 Structural Social Capital

The social exchange theory is one of the comprehensive content to manage social capital, especially interpreting its structural parts that harmonize the team networks (Cook, 2013). Despite the expansion of exploration on this specific field, some applicable issues have been less heeded by the research gurus that we want to emphasize in this effort.

Besides, it examines the relatedness of social capital attributes and their impact on knowledge procurement vis-à-vis holistic organizational prospects (Maqsood et al., 2004). It is also suggested that despite past research suspicions, concerned on the intra-firm connections for considering to interrelations between the social capital measurements on between authoritative connections.

Our normal commitment recommends that underlying component of the social capital, which has the most linchpin impact, applies a separated job for both internal and external facets of the firms considering knowledge facilitation. The prime scale that alludes to the general example of associations between actors in the organization (Ghobadi & Ambra, 2012) and (Waheed & Kaur 2016) dominates merely by the dominance of knowledge sharing nodes of firms through the two facets of the social capital.

On contrary, the primary measurement additionally applies a prompt effect of knowledge for the beholder firms. These discoveries may contribute both to systems administration and

multitude literary works working on our comprehension of firm's capability to obtain knowledge and how they embrace and share this knowledge between firms embedded during this interaction.

Social capital also has a tendency to surge the organization ability to procure, harmonizing network and arrival of assets to improve its competitive texture (Doran (2004). More explicitly "the strength of ties" and organization's thickness, primary social capital give admittance to various data sources and work on the disposition and importance. Especially, tall organizations are reasonable constructions for learning through connection and capital of unsaid knowledge assets between various knowledge specialists. Subsequently, organizations into emphatically interconnectedness can more readily misuse the current chances and shared data and knowledge.

Social hubs mirror the construction and nature of the relationship in the informal community. Social capital portrays the degree of trust among individuals in interchanges. This factor mirrors the idea of the work with different individuals and the nature of individual connections. The cognitive measurement alludes to the assets that advance the impression of the individual-individual and the individual- network framework (Björk & Magnusson, 2009).

As indicated by social capital hypothesis, individual's ability to sharing data and knowledge is impacted by social capital. At the point when social associations are cordial, individuals will in general share their most priceless knowledge with team members. As it is referenced over, the social capital hypothesis has three measurements. Knowledge sharing is basic to a company's achievement in the prevailing demanding climate. Adequately reassuring workers to share helpful knowledge across the association can increment and support an association's upper hands over its rival business conduits. It is a fact that is well proven with incumbent literature review that organizations that practices knowledge sharing in their domains have found improvements in sustaining absorptive limits and high-capacity building to sustain market competition (Adler & Kwon, 2002).

The structural social capital ability to channel the firms' dissipated goals into networks and social circle to ramify organization performance is an important aspect (Davidson & Honig, 2003). Truth be told, network individuals ought to build up a construction with thick cooperation's to social capital with more solid data and assets. To put it plainly, eternal social collaborations permit

network individuals to become familiar with one another and to capital more significant and important data (Kawachi et al., 2008).

In spite of the sublime benefits of embedding social capital to secure organizational high performance and knowledge promulgation, a few creators concurred that overwhelming bonding between specialists of an organization can inoculate repetition in the knowledge processing and may result in performance depletion (Ellison et al., 2007). Besides, in a thick organization with regular social circle practices, firms generally contact their nearby nodes in search of some extra but such efforts at times end in futile efforts (Koka & Prescott, 2002).

As a thumb rule, despite some criticism on overwhelming knowledge management processes, it has been witnessed that organizations with more social capital facets and practices usually produce better output and outcomes. The relationship between the primary social capital with social and intellectual measurements, the structural social capital has found to be the premise in broadening the organization over all stature between its rivals (Davidson & Honig, 2003).

Underlying component of social capital incorporates network ties, thickness, arrangement, and suitability. Flap and Boxman (2001) idea of "solidarity of frail tie" stays the establishment of the ensuing advancement of ideas of the underlying element of social capital. The idea of "solidarity of frail tie" interprets those dim connections between various actors in a circle often found that fragile connectedness led to productive knowledge sharing since they give admittance to novel data by spanning other disengaged gatherings and people, which solid ties may not be able to handle due to overwhelming knowledge management.

Liu and Besser, (2003) presented the ideas of the conclusion of the organization. He asserts that the conclusion network guides and screens the activities and practices of the performers in the organization structure through standards and approvals. Burt (2000) conceptualizes the social construction of the organization by examining the viewpoint of 'primary opening'. According to Liu and Besser "social capital is more of a function of brokerage across structural holes than closure within a network".

Lin (2017) further confabulates that both the organization systems, for example conclusion organization and underlying opening together give the suitable informal community the relevant

structure for creating important social capital that is the pillar factor for organization surge. The interpersonal organization hypothesis proposes that organizational ties give genesis to the assets that are inserted in social connections inside the entertainer's domain that is social circle (Yang & Farn, 2009). Knowledge is the most telling aspect, in true aspect it is the catalyst in the social embeddings between the various nodes of any social group (Lin, 2017).

The attributes of informal community structure have a concrete relationship with knowledge flow in an association (Hsu, & Wang, 2006). Contemplating the impact of solid ties just as a durable organization construction, (Yang & Farn, 2009) iterates that the primary component of the social capital not only contributes in smooth flow of knowledge transfer in an organization but also impetus organizational performance.

2.1.2 Relational Social Capital

Organizations no doubt thrives on individual credits (Darroch & McNaughton, 2002). These credits will decide the contrasts and relationships between the workforce in the group (Akhavan & Hosseini, 2016) and (Hooff & Huysman, 2009). Furthermore, without a doubt the chances and requirements produced by the area in the group are likewise unevenly grasped among its group members. In this regard, asserts the unique notice to merit the studies of bunches that have taken as hypothetical premise the so called social or social capital factor.

This point promulgates the importance of connections and co operations between the different nodes and actors in the organization and thus putting the wellspring of the advantages accumulating to associations in the groups of social capital. A few studies propose that communication between people or organizations favor the cultivation and progress of social capital (Holste and Fields, 2010). In addition, a bunch might be recognized as a classification of solid bind network with serious, successive, and cozy connections among its individuals and stakeholders. Truth be told, it is every now and again contended that this classification of organization gives significant advantages to the organizations associated with terms of stream of knowledge(Collins & Hitt, 2006).

These groups when investiture in organizational ambits creates a working relation called social fortified capital (reinforced qualities: trust, attachment, and so forth). The premise of these

clans is to formulate the connectivity to produce the spanning capital (Dhanaraj et al., 2004). Social capital mirror the construction and nature of the relationship in the informal community. Social capital portrays the degree of trust among individuals in interchanges. This factor mirrors the idea of the work with different individuals and the nature of individual connections.

The relationship file of social capital depicts a close to home relationship that people make with one another in view of the historical backdrop of their collaborations. This idea centers on the specific connections that people have, like regard for kinship, which influences their conduct. This is a result of these individual connections that social thought processes like warmth, endorsement, and genuineness come to presence.

As indicated by social capital hypothesis, individual's ability to sharing data and knowledge is impacted by social capital (McFadyen et al., 2004). At the point when social associations are cordial, individuals will in general share their insight and data. As it is referenced over, the social capital hypothesis has three measurements. These three measurements are key components in knowledge and data sharing. Past studies in knowledge sharing idea show that the social capital is a vital factor in knowledge offering conduct of people to association advancement ability.

Knowledge sharing is basic to a company's achievement in the present exceptionally cutthroat climate (Foos et al., 2006). Adequately reassuring workers to share helpful knowledge across the association can increment and support an association's upper hands (Hau et al., 2013). Various studies on association and knowledge the board (KM) have demonstrated that representative knowledge sharing improves firm execution like absorptive limit and advancement capacity (Subramaniam & Youndt, 2005).

Specifically, social resources related with admittance to wellsprings of knowledge and knowledge to make esteem and work on the advancement from the organization (Burt 2000). The element of trust is a potent construct in embedding social circles. The level of trust tends to formulate any social clan to a high potency knowledge sharing channel. In this aspect, it is also sublime to know the dependency factor.

The dependency factor not only spate the relatedness of informal community structure but also make it a viable channel for a successful knowledge sharing and knowledge absorption process. It is pertinent to mention to mention that both type of trust has a deep role to harmonize team members to share their knowledge with each other. Inkpen & Tsang, (2005) further termed influence-based trust and cognitive based trust as a construct to freely impact the tacit knowledge sharing.(Levin & Cross, 2004) contend the unique significance of cognitive based confidence in tacit knowledge sharing.

Their study shows that the influence-based trust impetus the eagerness of tacit knowledge sharing than impact in utilizing the tacit knowledge for self-purpose. Individual relationship implanted with relational trust firmly impact the documented type of knowledge sharing (Borgatti & Cross, 2003). The same has also been narrated by the researchers that social networking between people has a positive relationship to spate tacit knowledge sharing in any knowledge-based conduit where trust level prevails.

2.1.3 Cognitive Social Capital

A cognitive based social capital is a crucial factor that deals with common representation. It constitutes of shared communication channels and ambitions and act as a pillar to spate communication channels of a particular social circle. It provides it members to interpret, comprehend and ascertain connectivity channel with other actor(s) in an interpersonal organization. The projection of interpretation between the coworkers is subservient to this type of social capital (Holste & Fields, 2010). Thus, exhibition of common communication channel, codes beliefs and values by various actors in a group are come under the domain of cognitive social capital. All these factors are important when it comes to understanding levels of the coworkers. Levin & Cross (2004) contend that coworkers when work for a common cause needs sort of a bonding. These bonding formulate shared vision, values, and beliefs. This is what cognitive social capital provides to its practitioners.

They further jot down that common culture including shared qualities, faiths and standards inoculate the cycle of knowledge sharing.(Levin & Cross, 2004) contend that cognitive form of social capital has a very contributing role to play when it comes to knowledge sharing. Therefore, when we talk of tacit knowledge sharing its importance becomes manifold. Tacit knowledge is

hard to express or articulate as compared to conventional type of knowledge. Mostly it has been observed that people transfer unsaid knowledge through the capital instrument that includes socialization requiring shared insight and comprehension of their cultural practices. He further calls attention to that the procedure of knowledge transformation includes shared insight and each other's' reasoning cycles.

The cognitive form of social capital works to serve a common vision of aggregate objectives and points (Inkpen & Tsang, 2005). Indeed, normal culture and divided objectives among individuals from the organization are the vital ideas of this measurement (Collins & Hitt, 2006). Shared objectives address how much organization individuals share a typical agreement and way to deal with the accomplishment of the assignments and results (Collins & Hitt, 2006). Then again, the common culture alludes to how much the standards of maintaining direct relations is being practiced in a particular organization culture(Sorenson et al., 2006). At last, it should be referenced, that social capital measurements are not autonomous to one another. Undoubtedly all social measurements can be considered as profoundly reliant as some past research concurred.

2.2 Organizational Trust

Organizational Trust ought to be perceived, alluding to Levin & Cross (2004) as a connection between representatives which implies a willful acknowledgment of hazarddependent on the activities of the other party. These parties are called the employee and the employer. The Collins & Hitt, (2006) examines dependent on the development business projects distinguishtrust as one of deciding variables which achieves decreased expenses of exchanges and observing, and expands chances for agreeing. It depends on representatives in the association.

Foos et al., (2006) bring up that trust is an indicator of development network ties in project groups. Alluding to Kogut & Zander, (1996) the productivity of a development project group can be upgraded, should its individuals trust one another. Their discoveries recommend that trust building systems like procedural measure and credit score are not identified with trust assumptions and may even prompt the tumbling off in authoritative trust.

As indicated by (Kang et al., 2007) trust is molded through data sharing. Data is a wellspring of knowledge, as was asserted by (Dhanaraj et al. 2004). Examination results by

(Wasko & Faraj, 2005) show that colleagues share knowledge when they can trust one another and feel subordinate. It implies that there is a transformation among trust and knowledge sharing. (Wasko & Faraj, 2005) brought up that trust unequivocally impacts knowledge partaking in building configuration project groups.

Trust is the main social node of the social capital. Trust between various entertainers and associations fundamentally alludes to the sureness that different specialists in the organization won't act against the interests of each other (Wasko & Faraj, 2005). The cognitive measurement addresses the assets given by the arrangement and the importance divided between individuals from the organization (Nonaka & Toyama, 2003).

2.3 Knowledge Reciprocity

The factor of knowledge reciprocity is the most sublime aspect. It confabulates that every member of the party is embed with some blindness to respond the call of his group members when they are in a need to acquire relevant kind of knowledge. Thus, knowledge reciprocity is a cycle process that warrants every team member not only to absorb knowledge from others but also share their precise knowledge with their teammates. It is a kind of a barter trade where the sole commodity is a knowledge that is exchanged on required basis within a social circle of an organization (Tamjidyamcholo et al., 2013).

Hence, knowledge reciprocity is related with connections that are seen to have a more sublime worth when enacted with associations with multi directional reciprocity (Linton, 2000). Reciprocity, which is incredibly affected by the aim to convey knowledge, and by objective fulfillment, making and keeping up with this cycle running to enhance the overall firm's capability (vanWijk et al., 2005).

It has been proved with the available literature review that social conduit having frail knowledge reciprocity can spate up in bode knowledge flowing. It also dawdles the enthusiasm level between the team members and thus slowing down the group performance. The knowledge reciprocity is a pillar to effective knowledge sharing and its absence is essentially connected with depersonalization and absence of individual and clan achievements (Torche & Valenzuela, 2011), in this way prompting a misfortune in social capital.

Along these lines, when people believe that their insight commitment endeavors will be remunerated through responses and guaranteeing progressing commitment (Thomas & Rose, 2010), these blindness impetus knowledge workers to be expressive in terms of knowledge sharing (Tamjidyamcholo et al., 2013).

Ben-Ari & Enosh (2013), formulates that member of an organization are worked with to share knowledge by standards of reciprocity which guarantees knowledge sharing to be facilitated at a time of their requirement. Knowledge reciprocity in knowledge sharing can make a view of association, just as helping the entertainers to get what kind of data is required (Linton, 2000), all of which fills in as fundamental segments of developing and supporting advancement ability in knowledge sharing sphere.

Knowledge reciprocity also thrives when sharing and absorbing knowledge is simultaneously harmonized. When prospects of knowledge reciprocity are high, its efficacy also rise to manifolds. A unidirectional knowledge transfers is a futile attempt and has a frail life span. In this regard each team member has a role to play to make a social circle effective Linton (2000). Furthermore, reciprocity can likewise spur an expansion in the social capital just as foster organization ties, which thusly ramifies a more prominent advancement ability and execution (Wu & Leung, 2005).

2.4 Tacit Knowledge Sharing

Tacit knowledge, is normal for workers to change their zeal to supply knowledge as per the tenacity of the knowledge that is needed to be shared, mentioning satisfactory outward or prelude advantages in return. In addition, a few scientists have proposed that unequivocal and tacit knowledge have distinctive financial worthiness (Richards, 2001).

While express knowledge is viewed as more affordable because it is not difficult to move to other people. Conversely, unsaid knowledge conveys a higher worth since it is dependent or subservient to direct contact and the perception of representative practices and identified with more unpredictable methods of gaining knowledge from different workers. Consequently, tacit knowledge is the knowledge that is not only hard to possess some shape or texture but also its personification warrants beholder willingness to articulate. These attributes of tacit knowledge make its sharing costly and painstaking to share.

Tacit knowledge is considered to be the pillar of knowledge management. Many researchers confabulate tacit knowledge as the intellectual based knowledge that is very personal to its beholder and therefore hard to transfer (Wipawayangkool, & Teng, 2016).

Caimo & Lomi, (2015) additionally comprehended tacit and expressive knowledge sharing and contended that the various sorts of inspirations (outward and natural) are possess significant value in sharing the two diversified varieties of knowledge. Linton (2000) looked at the unmistakable jobs of the two kinds of knowledge sharing and ascertained a robust and intuitive learning atmosphere as the crucial point in the undertaking of both tacit and unequivocal knowledge sharing. Likewise hunted that the exchanges of tacit and unequivocal knowledge, separately, have unmistakable trust and hazard profiles.

Bagozzi et al., (1991) exhibited that emissaries who will share their tacit knowledge are probably going to share their expressive knowledge to procure financial and non-money related advantages. Hofstede, (1991) investigated the effect of trust and mindfulness vis-a-vis to share express and unsaid knowledge in Chinese firms and contended that the two have various degrees of effect, contingent upon the kind of knowledge to be shared.

The incumbent literature studies shows that the characterization of knowledge merits applying to develop our comprehension of workers' knowledge sharing goals. To the degree that express knowledge sharing, and tacit knowledge sharing are two distinct facets and needs not to be merged. They are probable identified with various degrees of authoritative prizes, satisfaction, and therefore, their association with social capital circles warrants diversity.

In any case, no earlier analysis has exactly confirmed the overall impacts of organizational prizes, satisfaction, or social capital on workers' goals to share various kinds of knowledge. In our examination, unsaid knowledge sharing aim alludes to how much one accepts that one will take part in an tacit type of knowledge sharing demonstration, while unequivocal knowledge sharing goal is characterized as how much group members are adhered to a level of trust with each other that is considered to be the prime factor in tacit knowledge sharing demonstration (Podsakoff et al. (2003).

The greater part of the knowledge exists in the unsaid structure or personifies knowledge. Advantages from tacit knowledge must be accomplished in case knowledge is shared through socialization measure. Knowledge sharing in this way is a sublime factor in modern day organizational structures. Making people grouped together to cultivate knowledge sharing is a social test. Since knowledge is a wellspring of upper hand, significant degree of inspiration is not only paramount but also needs some effort to harvest this culture. Thus it is mandatory (Podsakoff et al., 2003).

Tacit knowledge resides with special professional. Its existence is not pervasive. Personal knowledge warrants experiences that are not embedded with every professional. Therefore, to acquire such knowledge that is personal and tacit in nature some sort of dependence upon outside wellsprings of knowledge is clear and a mandatory aspect. An incredible piece of knowledge exists in social communications. As indicated by (Sandhu, 2010) knowledge creation and sharing are important regulations that cannot be actuated through intimidation; rather they are social cycles worked with by the representatives of social capital. This is the main reason that business conduits willingly permits people to absorb tacit knowledge that otherwise is hard to absorb.

Matloob, (2020), examines dependent on the development business projects distinguish trust as one of deciding variables which achieves decreased expenses of exchanges and observing, and expands chances for agreeing on mutual gains to facilitate each other. It depends on representatives in the association.

Chiu et al., (2006) bring up that trust is an indicator of development network ties in project groups. Alluding to Malhotra et al., (2006) the productivity of a development project group can be upgraded, should its individuals trust one another. Their discoveries recommend that trust building systems like procedural measure and credit score are not identified with trust assumptions and may even prompt the tumbling off in authoritative trust.

As indicated by Craighead et al., (2011) trust is molded through data sharing. Data is a wellspring of knowledge, as was asserted by (Craighead et al., 2011). Examination results by Park and Lee (2014) show that colleagues share knowledge when they can trust one another and feel subordinate. It implies that there is a transformation among trust and tacit knowledge sharing.

(Raluca, 2015) brought up that trust unequivocally impacts knowledge partaking in building configuration project groups.

Trust is the main social resource of the social capital. Trust between various entertainers and associations fundamentally alludes to the sureness that different specialists in the organization won't act deftly (Kock, 2015). The cognitive measurement addresses the assets given by the arrangement and the importance divided between individuals from the organization (Podsakoff et al., 2003).

Essentially outer organizations permit the people in the associations to acquire knowledge (data, mastery and thoughts) past the limits of the progressive systems and nearby guidelines (Farrell, 2010). Farrell, (2010) contended that social capital influences the conditions essential for the knowledge creation and sharing well. Norm of participation in an informal community additionally works with knowledge sharing. Current study sees social capital as a precursor of knowledge sharing. It conjectures a positive connection between social capital and knowledge sharing. The accompanying area presents the theories to be tried in the current examination.

2.5 Self- Concordance

There is an assumption in the literature studies that inherent inspiration is a significant essential for inventiveness (Landry et al., 2002). Naturally inspired people will in general be more inquisitive, cognitively adaptable, learning-focused, and driving forward, which are all qualities to be related with higher imagination (Linton, 2000).

It is quite possibly the most generally applied speculations of characteristic inspiration (Han & Anantatmula, 2007). SDT tries to clarify the impetus that a worker achieves after an undertaking or action he performed with energy, zeal and commitment, in circumstances where there are no outside remunerations in activity. As per SDT, the "way to understanding characteristic inspiration is the individual's intellectual assessment of the prizes, pressing factors, and imperatives inside the workplace" (Astorga-Vargas et al., 2017). The essence of making characteristic inspiration as indicated by "Self Determination Theory."

"The Self-determination Theory" is a potent document that interprets the sort of the independence experience or inner feeling that is self-picked or in true rendition, it is not inoculated

by external facets of motivation or force inclination to perform an activity (Nonaka and Krogh, 2009). This theory is also premise on the concept of self-satisfaction and self-sufficiency. These factors can be harmonized through work attributes having holistic authority or command on the most parts of executing tasks he would perform.

Such phenomena is at the vertex when they are enacted with the workers inner motives held for very own interests (Nonaka & Toyama ,2003). Holste & Fields, (2010), self-concordance model, is an adaptation of “Social Determination Theory”. It is a very potent document that has the depth and scope to interpret and investigate this “intrinsic motivation factor” based on natural inspiration. Self-concordant objectives are naturally persuading because they are felt to radiate from self-decisions that reflect individual feelings and the individual very own level of self-appreciation thus negating any external reward.

This thought is reliable with the broad exploration on the inspirational effect of characteristically esteemed objectives. Self-concordance is at vertex when individuals relate to the work objectives they are seeking after (recognized inspiration) or when they discover objectives profoundly fascinating and charming from their inner self. Self-concordance is low when individuals accept, they are seeking after objectives just to get extraneous rewards or stay away from disciplines (outside inspiration) or due to coercive prevalent burden, like an awareness of certain expectations or adamant by their superiors (Foos et al., 2006).

As per SDT, when people see they are seeking after work objectives that mirror their inclinations and values or when they discover the assignment characteristically pleasant and intriguing, their self-concordance will be high; when they accept they are seeking after work objectives to acquire outside remunerations or to satisfy obligations forced upon them, their self-concordance will be low (Ye, sil et al., 2013).

2.6 Organizational Innovation Capability

Nowadays, knowledge is treated as one of the premise organizational innovation capability (Rogers, 2003), It is significant mentioning that knowledge management is treated by some authors as one of the most important issues within the organizational innovation capability that needs sublime supervision attention (Cavusgil et al., 2003).

The information the employee's executive's interaction comprises of a few components, its essential part is gaining information. The subsequent component is information creation, the third one is information sharing and its organizational innovation capability in the association. The fourth and last segment is the organizational innovation capability of information and documentation (Rajapathirana, 2018). Information the board is an administration discipline managing the assortment, handling, sharing, use and estimation of the interior and outside data capability of the association, which is being done in a deliberate way and to accomplish the set goals (Chin, 1998).

All information the executives measures (sharing, getting and utilizing information) influence authoritative learning and are treated as organizational capacity (Basadur & Gelade, 2006) while focusing on hierarchical learning and making learning associations advances a culture of development and innovativeness in the working environment and among representatives (Basadur & Gelade, 2006). It is worth focusing on those analysts are progressively highlighting information as a significant source of advancement (Basadur & Gelade, 2006).

It is pertinent to mention that to get an innovational surge, an organization must have a robust innovation channel. Thus the creation of successful and authentic innovation channel the investiture of association between team members along with change adopting are paramount in any organizational facet (Akhavan & Hosseini, 2016). It is likewise important that the idea of advancement capacity is related with the authoritative abilities of business ventures, just as with the assets the undertakings have, which permit them to attempt developments and to carry out them viably. Moreover, Innovation capability is a linchpin to foster organizational product development and embrace new technologies (Rajapathirana, 2018).

An augmentation of the asset-based view is the powerful capacities approach characterized by (Kruse & Geibler, 2012) in the last part of the 1990s, as per which dynamic abilities were characterized as the capacity of an association to incorporate, reconfigured and assemble assets and capabilities in light of fast natural changes. The point of convergence of this methodology is the capacity to enhance, innovative collection of information and an inseparable connection between powerful abilities and climate (Kruse & Geibler, 2012).

Moreover, it is significant that the association development ability is introduced by analysts as a complex, multi-region idea covering numerous elements of both outside and interior nature (Popa et al., 2017).

(Soto-Acosta et al., 2017) takes note of the organizational innovation capability affects both long and passing outcomes of associations, and these connections are principally the consequence of the improvement of dynamic abilities. It tends to be expressed that in such a framework the assets and abilities of their change make the organizational innovation capability that are expected to foster developments and accomplish in the organization.

2.7 Effect of Social Capital on Tacit Knowledge Sharing.

The sublime objective of any firm is to gain and maintain competitive advantage over its rivals. Firms adopt different means to achieve this advantage. But for the knowledge intensive firms, their life blood or sustainability lies on the effective knowledge management and its sharing. There are two types of knowledge that the managers need to manage. Explicit knowledge, due to its objective nature is easy to circulate. On the other hand, tacit knowledge is tough to deal with as it remains with its beholder and does not possess a true physical appearance or compilation. To make task easy, social capital has the reputation to manage the sharing of tacit knowledge (Yang, et al., 2020).

Numerous information sharing assessments have shown the advantages of considering inborn and outward inspirations. Since representative inspiration is a primary worry of any governor, it has been perhaps the most examined factors in unsaid information sharing hub (Lee et al., 2006). As per (Zubielqui et al, 2018), implied information sharing only here and there happens without resilient individual inspiration.

Yoo (2014) showed that workers' pleasure in helping other people altogether impacts their mental abilities and social ambitions towards information sharing. Yoo (2014) additionally demonstrated that characteristic inspiration is emphatically identified with workers' information giving and gathering exercises. Yoo (2014) tracked down that inborn inspiration assumes a significant part in clarifying workers' information sharing aims. This examination centers around

the impacts of authoritative prizes, pleasure, and correspondence on workers' implicit and express information sharing goals.

Relational social capital interprets that the supplementary advantages an individual sees from a conduct, the more expectations the individual needs to partake in the conduct. In accordance with this thinking, the more authoritative prizes, correspondence, and pleasure, representatives see to be related with their insight sharing, the more disposed they will be to take part in such exercises (Wang and Wang, 2012; Darroch, 2005).

Ongoing KM considers have tended to social capital as the integral facilitator of hierarchical information creation and knowledge sharing (Rudiger & Vanini, 1998). To catch the job of social capital in a hierarchical sharing climate, Chow & Chan (2008) analyzed the effects of social capital variables on representatives' information sharing aims.

Collins & Hitt (2006) utilized points of view of social funding to examine worker's implied information sharing conduct inside a work bunch.

Social capital comprises of underlying, intellectual, and social measurements. Earlier KM considers have placed social ties, shared objectives, and social trust as the significant develops addressing the primary, intellectual, and social components of social capital, individually.

In addition, representatives' social connectivity, shared objectives, and social trust combined affect their insight sharing to impetus knowledge sharing (Collins & Hitt, 2006). They are autonomous factors addressing the three measurements and framing social capital, the difference wherein does not really go with similar changes in the three measurements. Hence, this current examination's exploration model embraces social capital as a sublime developmental variable containing socialites, shared objectives, and social trust.

2.8 Impact of Social capital (Structural, relational, and cognitive social capital) on tacit knowledge sharing and organization innovation capability.

Knowledge management practices specially knowledge sharing activities have positive influence on firms' innovative capabilities especially in technological domains (Martinez et al., 2017). Collins & Hitt (2006) indicated that social kind of capital is a strong factor where assets are contributed for a potential gain overall. It is known to be one beneficial aspect that harmonize

team member for a common purpose (Nonaka & Von Krogh, 2009). Social capital is a network shaped for a cause. It can't be fulfilled in a single setting but rather a process (Nonaka & Von Krogh, 2009).

For instance, the organization shaped in scholastic climate of a college can be utilized by the understudies later in their expert lives. Social capital is like different types of capital in that it; is useful, prompts accomplishment of specific goals which in any case would not be reachable and can substitute or supplement different assets, and requires "upkeep" (Kachra, 2002). It varies anyway from different types of capital in that it can't be swapped with greater effect (Kachra, 2002).

It is not the restrictive property of any one part in an informal community, rather it is together possessed by the entire organization as holistic move. It very well may be amassed like knowledge or different sorts of capital. Social capital gives benefits identified with data and for example, admittance to data which is outside the domain of single person to handle alone, timing; accessibility of the data when it is generally valuable, and references that an individual gets from ones network that illustrate an individual in a favorable manner in the perfect places; and control benefits that outcome from ones focal situation in the organization and lead towards authority over whose interests get the need (Kachra, 2002). Supervisors with a higher social capital think about and can handle rewarding freedoms.

They can assemble and coordinate data where it is needed with more elevated level of viability. Through social capital proficiency of the move that an individual makes is expanded (Nahapiet & Ghoshal, 1998). The construction of connections in an interpersonal organization influences the molding of a conventional vision. These collaborations not just lead to the reception of the associations' vision, language, standards and rehearses yet additionally to the development of new social communities. Moreover, social capital is likewise connected with early advancements and higher holistic rewards.

Underlying social capital is significant for the development and usage of social capital benefits (Nahapiet & Ghoshal, 1998). Underlying measurement alludes to the example of associations between the individuals from the organization. Significant parts of this measurement

are ties between the individuals from an informal organization; network structure dependent on thickness, availability and chain of importance; and multipurpose utilization of organizations (Chow & Chan, 2008).

Serenko & Bontis (2016) proposed: underlying openings (nonappearance of association between network individuals), focus (measure of associations concentrated among not many organization individuals), and thickness (potential as opposed to existing associations among the organization individuals) as the pointers of primary measurement. Cooperation's between the association individuals by physical or electronic means, for example, gatherings, collaboration, messages, or online conversation discussions work with the admittance to knowledge among different individuals.

Thus, the general knowledge creation builds on social circles (Spring, 2003). The area of a part's contacts in the social connections is likewise a fountain of specific benefits. The social capital unites workers in a working relationship that is further used to acquire knowledge of several types that further glued the clan members to utilize core elements of social capital related with knowledge sharing activities. The present study utilizes social connection ties as the pointer of underlying component of social capital.

Social element of social capital constitutes of resources which are made through, and can be profited with, by connections. It depends on connections that individuals have which can influence their conduct for example regard and fellowship. These connections are the wellspring of satisfaction of social necessities like amiability, endorsement and renowned and lead to the improvement of trust and recognizable proof with each other (Hansen, 1999).

It likewise depicts the degree of trust following from social communication (Chow & Chan, 2008). Alongside the organization of connections, trust and standards are significant components of social capital. Accordingly, the key nodes of this measurement are trust, standards, commitments and assumptions and recognizable proof (Reagans & McEvily, 2003).

Intellectual measurement identifies with the assets that permit the ramification of shared translations and implications within an organization (Reagans & McEvily, 2003).). This species of the social capital interprets unanimous level of commonality in communication, vision, beliefs,

and connectivity. It helps the member in better comprehension and understanding and provide favorable environment for social capital activities.

From inside enormous, complex associations, shared vision and qualities work with the advancement of intellectual component of social capital that by supporting individual and joint activities, advantage association (Reagans & McEvily, 2003). Current study utilizes shared language and shared vision as markers of cognitive element of social capital.

Since social capital is considered to be an "umbrella idea" we utilized the definition given by Abram et al. (2003) who describe social capital as the amount of incumbent and potential assets embedded in, available through and got from the organization of connections moved by a social unit. As indicated by the social capital viewpoint entertainers (people, associations, or networks) are advantage from esteem gave by the organizations of connections.

Thus entertainers might misuse for their advantage assets embedded into such connections (Bolisani & Bratianu, 2018; Nonaka, 1994). As a result, social capital has been since a definitive factor of the benefit of associations. Social capital is an idea having colossal benefits since ought to be tended to according to alternate points of view (S. C. Yang & Farn, 2009),

The social capital measurement covers the communication of the interpersonal organization, zeroing in on the properties of the social framework and the organization of connections in general. It likewise stresses the upsides of the data and control benefits given by the fundamental predicament of the firm or the organization (Burt, 2000).

Among the most pertinent parts of this measurement can be emphasized the presence of organization ties among specialists and actors, the organization arrangement, and the capabilities issues. The social measurement examines the qualities and properties of connections between specialists or stakeholders in the organization, which are from the organization's set of experiences and fame (Granovetter, 1992).

2.9 Effect of Knowledge reciprocity and organizational trust on tacit knowledge sharing and organization innovation capability.

Up close and personal cooperation regularly is the essential strategy for moving unsaid knowledge (Landry et al., 2002). The degrees of hazard and vulnerability that are related with tacit

knowledge move are diminished by confiding seeing someone Landry et al., 2002). A few exchanges of unsaid knowledge are formal, coming about because of preparing occasions, or gatherings, while others are more casual, coming about because of interdepartmental teams, casual interpersonal organizations, and representative collaborations. Key to both formal and casual unsaid knowledge move is the ability and limit of people to share what they know and to utilize what they realize (Landry et al., 2002). Hindrances might emerge that limit the exchange of tacit knowledge.

This incorporate collaborator eagerness to share and additionally utilize tacit knowledge, restricted familiarity with the tacit knowledge an individual histogram trouble in communicating unsaid knowledge that is attached to mental or potentially actual activity, and trouble of applying setting explicit tacit knowledge in different settings (Widen-Wulff & Ginman, 2004).

Sharing tacit knowledge often label as an attempt of self- sacrificing for a cause. That is why the beholder of tacit knowledge are often reluctant to transfer their knowledge based on expertise to other team members. Their reluctance due to repercussion is one impediment that bode down tacit knowledge transfer (Linton, 2000). Moreover, utilization of tacit knowledge has potent threat if shared by other employees. Considering these dangers, (Linton, 2000) formulated a hypothetical model to jot down a solution. They exhibit that to passive this threat, trust is the decisive factor. They added that trust might be a pressing factor to reduce the facer factor that is born by the tacit knowledge beholder.

Organizational trust is leveled seeing someone where the gatherings have care and worry for one another, esteem the inherent goodness of such connections, and accept that these suppositions will be source of response in the future (Alguezaui & Filieri, 2010). Then again, perception regarding trust is based with respect to someone else's apparent ability and dependability (Akhavan & Hosseini 2016). It tracked down that both relational trust and notoriety of knowledge beneficiaries and sources clarified change in representative knowledge moves.

In this examination, Lucas did not recognize express and un-articulated knowledge, however the authoritative trust measure utilized is comparative in nature to influence relational based trust, while notoriety is much the same as insight-based trust. The experimentalexploration

of Astorga-Vargas et al., 2017 exhibited that influence based and insight based trust both are unmistakable types of relational trust and were both identified with extra-job authoritative citizenship practices coordinated at others in an association.

An ability to utilize tacit knowledge is probable dependent on a worker's comprehension of the exactness and legitimacy of the knowledge (Hau & Evangelista, 2007). Knowledge move relies upon singular readiness to change the situation done and hazard the chance of disappointment. Workers should see there are positive advantages from utilizing tacit knowledge. Studies of influence and impact propose that a specialist and dependable source is bound to impact a beneficiary (Nonaka & Krogh, 2009).

Multiple studies propose that limits in move of personal knowledge might result from the absence of unwavering quality of the source or beneficiary. At the point when a wellspring of knowledge isn't seen as credible, his/her recommendation and knowledge might be all the more straightforwardly tested and opposed (Nonaka & Krogh, 2009). Different studies have discovered that before tacit knowledge is consumed by different workers, the source should include a strong standing inside the organization (Nonaka & Von Krogh, 2009).

These studies taken together recommend that workers should be convinced that tacit knowledge sources will give all the significant data, will convey what is anticipated, and are seen in the association as having advantageous knowledge. Subsequently, utilization of tacit knowledge will rely more intensely upon insight-based trust.

2.10 Mediating Role of Tacit Knowledge Sharing between Social Capital Knowledge Reciprocity and Organizational Trust on Organizational innovational capabilities.

Social capital is the premise variable that tends to spate tacit knowledge sharing (Zhang, et al. 2020). Human reciprocity aspects are subservient to the level of trust between them. A lack of trust breaks human interactions. Trust is a crucial factor between employees to share knowledge especially tacit knowledge sharing. Tacit knowledge sharing illuminates a positivity in innovation capability of the organization (Jianguo, et al., 2020). Tacit knowledge sharing is found to be a significant mediator between social capital to influence organizational innovation capability. It is also a potent variable to impetus trust. (Martinez et al., 2017). Reciprocity is an important tool

and employees will have a better change of exchanging activities if their reciprocity expectations towards each other would be high. Tacit knowledge sharing also has a significant impact to harmonize relationship between knowledge reciprocity and organization innovation capability (Titiamayah, 2013).

The idea of social communications enjoys a sublime place when it comes to describe sharing of tacit knowledge. It always has provided an impetus relationship to abridge the prevailing gaps that impede the sharing of tacit knowledge (Ghobadi & D'Ambra, 2012). The force and effectiveness of social institutes are enacted by the degree of social capital of the cooperating people's or alternately gatherings' or alternately associations' (Brown & Digid (2000).

Social capital, which can be extensively characterized as "highlights of social association, for example, organizations, standards, and social trust that work with coordination and participation for shared advantage" (Soo et al., 2004) can iterate as a cluster of assets that are embed in the social relationship. All the members of the groups to inoculate social activities for knowledge intensive activities. These activities in the professional domains termed as social resource to create a win situation for the team members.

The focal suggestion of the mandatory hypothesis is that organizations of connections comprise a significant asset for the direct of get-togethers, in the process giving their individuals collectivity claimed capital with knowledge sharing. Subsequently, social capital comprises of the interpersonal organization alongside the resources. Putnam (1995a), in his original alteration that explains the concept of social capital portrays that it is a multidimensional process involving of resources.

The social capital is multi-dimensional is a missing aspect in tacit knowledge works and thus very few scholars have addressed it to the level of organizational innovation capabilities. It stated social capital in three different structures specifically "reliability", "Standards and Sanctions' and Knowledge-stream". Such type of explanation is undertaken by very few researchers. However, it termed it as strength of powerless ties whereas it contemplates social capital in two measurements as "Holding" and "Connecting (Li & Hsieh, 2009).

With regards to study this concept in terms of the organizational trust aspects (Haas et al., 2007) mentioned intra community ties and extra community organizations as two important aspects elements of tacit knowledge sharing at local area level of organizational innovation capabilities. From the educational advantage viewpoint of organizational trust with organizational innovation capabilities.

To study the concept, it is principal to investigate a full-scale level which is stipulated on the formation of formal knowledge reciprocity relationship between the stake holders of a team and construction for terms organizational innovation capabilities, they conceptualized two elements of social capital: intellectual and primary. The cognitive measurement incorporates values, convictions, mentalities, accepted practices. Be that as it may, three elements of social capital proposed is generally applied, especially, in the field of tacit knowledge sharing the executives (Waheed & Kaur, 2016)).

It has grouped social capital into three bunches – social, underlying, and intellectual. While underlying social capital alludes to the general associations (or relationship among the social entertainers) (Rogers, 2003), social capital is more worried about the resources made and utilized through continuous relationship among the social entertainers (Rogers, 2003).

At last, cognitive type of knowledge reciprocity includes a typical comprehension among social entertainers through shared dialects codes, shared convictions and stories (Ghobadi and D'Ambra, 2012). As indicated by Li and Hsieh, (2009) earlier examinations in knowledge reciprocity the board have demonstrated the job of social ties, shared objectives and social trust as the major builds addressing the underlying, intellectual and social components of social capital, individually. This, subsequently, has prompted the conviction that social capital assumes a vital part during the time spent knowledge creation and sharing. This is particularly evident on account of unsaid knowledge, which has been seen to be socially determined in nature (Li & Hsieh, 2009).

Li and Hsieh, (2009) contends that the degree of openness of the implanted assets in the organization is identified with the assembly of these assets which thusly brings about purposive activities of individual entertainers in the organization. Lin further explains that openness to the

implanted assets is worked with by aggregate resources as far as trust, qualities, and standards and underlying element of an organization.

Social capital, through furnishing admittance to individuals with important knowledge, a typical interest and a climate of common trust and appreciation, and sharing a typical capacity helps in accurately deciphering others' knowledge (Ghobadi & D'Ambra, 2012). It is, subsequently, liable to produce groundbreaking thoughts and foster new business openings, consequently working with advancement exercises in an association.

It might build the eagerness to impart tacit knowledge to their collaborators and colleagues, extending the pool of unsaid knowledge all the while. Soo et al., 2004; Waheed and Kaur,(2016), however not denied the trust prerequisite (subject to suitable tutor component) among the knowledge capital accomplices yet contends that trust might make, on occasion, unbending nature in making knowledge for development. Broadening the idea of "qualities of powerless ties" presented by (Waheed & Kaur, 2016). it is further contending that while socialization is pivotal in knowledge capital for steady just as revolutionary advancements, associations need to keeping ideal intellectual separation to get to non-repetitive significant knowledge or potentially have integral perception for creating development ability.

Throughout the long term, investigates on knowledge the executives have more than once drawn consideration towards the adroitness and nature of the common knowledge (Ghobadi and D'Ambra, 2012). It has likewise been set up that the accomplishment of shared knowledge frequently relies upon the degree to which the beneficiaries were happy with the knowledge being shared (Ghobadi and D'Ambra, 2012).

Waheed & Kaur (2016) further referenced that the nature of knowledge can be estimated by recurrence, helpfulness, and creativity, and can be inventive or new for the framework or association. In any case, if the knowledge isn't useful to accomplishing the goal of the target of the authoritative turn of events or making new development in the association, then, at that point it doesn't satisfy the rules of knowledge quality (Kane et al., 2005).

Also, Waheed & Kaur (2016) further distinguished six measurements on knowledge quality, to be specific, versatility, imaginativeness, materialness, expandability, reasonability, and

credibility, and contends that these measurements need to work in concordance for guaranteeing quality knowledge when contrasted with non-quality in knowledge. Furthermore, the general nature of the knowledge a turning part has contrasted with a gathering's current knowledge can likewise influence the general nature of knowledge among a gathering (Kulkarni et al, 2006).

The significance of nature of unsaid knowledge has been additionally talked by , Chiu et al., (2006), further referenced that the capacity of the gathering to act all in all relies upon the nature of their unsaid knowledge. Furthermore, Chiu et al., (2006), contended that a more significant level in the nature of knowledge helps an association to be more useful, diminishing expenses and expanding deals simultaneously, alongside affecting development in an association.

The importance of tacit knowledge sharing to mediate social capital, organizational trust, knowledge reciprocity is well proven in the available literature content (Ganguly et al., 2019). Tacit knowledge has the tendency to influence organization innovation capability (Imron et al., 21).

2.11 Moderating role of self-concordance between tacit knowledge sharing and organization innovation capability.

Knowledge sharing contains set of conferred and mutual perspectives related to giving specialists admittance to material knowledge and constructing and using data networks inside associations (Maqsood et al., 2004). Different examinations have showed that data offering is pivotal because it engages associations to redesign progression execution and reduce dreary learning tries (Maqsood et al., 2004).

Also, (Erden et al., 2008) demonstrated that tacit knowledge sharing conduct raises the serious situation of the firm and it is intended to work on authoritative execution. Additionally, associations likewise experience a huge improvement in their general viability. Moreover, knowledge covering up by the individuals from the association limits the intensity of association. To energize the knowledge partaking in associations, chiefs need to give freedoms to their representatives to recommend and propose novel thoughts and musings.

Subsequently, in this unique situation, tacit knowledge sharing is consistently corresponded. In hypothetical viewpoint, various exploration researchers have front grounded number of variables which lead towards higher unsaid knowledge sharing is considered the most

significant among them (Erden et al., 2008). Exploration contemplates have featured the relationship among various administration styles and knowledge partaking in the association. Administration has been affirmed as a determinant of knowledge creation and knowledge sharing by a few hypothetical and experimental commitments (Erden et al., 2008).

Authority practices are drilled so the people can be prodded to achieve specific destinations. A few Leadership styles have been tended to in the literature studies, each with its own specific excellent practices, some of which are associated while others are inverse. Among all the administration styles, self-concordance authority is considered as most significant where the pioneer and the devotee has an inborn relationship among them and the supporters feel trust, steadfastness and regard to the pioneer and are pushed to achieve targets past assumptions (Nonaka and Toyama, 2003).

The study of (Nonaka & Toyama, 2003) attested that pioneer, who recognize, perceive and pay attention to their devotees, would really aid knowledge partaking in the association. This is on record to the way that devotees get acknowledgment and are esteemed for their endeavors and endeavors. The self-concordance pioneers are individual-focused, and they propel the individuals from the association to share knowledge by communicating the appreciation and regard the feelings of the devotees.

Furthermore, (Björk & Magnusson, 2009)) states that self-concordance impacts the degree of knowledge partaking in an association. Since, knowledge stowing away in an association is limited without anyone else concordance pioneers by persuading people to share knowledge. Consequently, self-concordance initiative assumes a critical part in improving the knowledge partaking in the associations. Likewise, administration has critical influence in updating the degree of confidence in the association.

Organizational Innovation capability and exceptional critical thoughts regarding items and cycles may likewise emerge from a solitary worker or a gathering of representatives who really were not dispensed with this errand. Consequently, this shows that advancement is not simply confined to a specific brain however it can begin from shop floor laborers or center chiefs regardless of the limits of existing offices. Further, it is representing that a significant point of view

of worker driven development which lays with the understanding that representatives have covered up abilities for advancement.

Innovation capability transforms growth and provides a competitive advantage to organization. Embracing change is celestial to handle market unpredictability. Innovation capability requirements of the employees vary as per the rank and stature (Chakit, 2007). Many sublime researchers have jotted the importance of Knowledge sharing to surge innovation (Liao, 2007). Smooth knowledge sharing practices in organization strengthens innovational organizational capacity (Hilmi Aulawi, 2009).

Definitively, a few specialists recommended that when association esteems the responsibility of the representatives and is busy with their prosperity, the workers yield expanded usefulness which eventually improves the organizational presentation. Since authoritative imaginativeness is an aftereffect of coordinated effort, innovativeness and achievements, analyzing the effect of self-concordance and its impact on representatives' responsibility and creativity can be basic (Adler et al, 2002).

The possibility of self-concordance has achieved a lot of thought from authoritative specialists, particularly according to the perspective of the laborers and the association's execution. Most of these examinations is considering quantitative knowledge and literature studies surveys. On the other hand, the effect of self-concordance administration on representative's imagination, uniqueness of thoughts and ingenuity in the commonsense universe of association improvement measure has gotten no consideration. (Adler & Kwon, 2002).

Self-concordance has solid effect on the practices of the workers. As indicated by the self-concordance administration hypothesis, self-concordance pioneers rouse and inspire their devotees. The self-concordance intrinsically drives workforce motivation to achieve their goals (Sheldon, 1999). A few factors influence the practices of workers. Authoritative specialists give that initiative is the main indicator of the representative practices (Nahapiet & Ghoshal, 1998). Also, knowledge sharing is related with the development in the association.

Development is exceptionally reliant upon the organizational capacity to misuse the knowledge. Knowledge sharing gives the capacity to respond rapidly to the new data and take care

of issues rapidly. Different researchers (Chang & Chuang, 2011) focused on the significance of the knowledge partaking in further developing the organizational advancement capacity. Similarly, (Davidson & Honig, 2003) featured the significance of knowledge in improving the development limit.

Moreover, it gave that sharing of knowledge assumes significant part in the new item improvement (Chang & Chuang, 2011). Authority literature studies gives that organizational development is affected by the administration. Notwithstanding, the instrument, which clarifies the effect of authority on authoritative advancement, stayed muddled. As talked about above, initiative influences the knowledge sharing of the representatives and thusly knowledge sharing conduct decides the organizational advancement ability.

2.12 Conceptual Framework

The social exchange theory is one of the contributory content to manage social capital, especially trust (Relational Social Capital), networks (Structural Social Capital) and norms (Cognitive Social Capital) (Cook, 2013).

Trust is the façade of social capital theory. Trust strengthens the relational trust and impetus employees' citizenship behavior towards the organization (Russell et al., 2017). Knowledge sharing is the lifeblood for knowledge workers and knowledge-intensive organizations to surge. However, its cumbersome nature warrants employees' willingness to share their tacit knowledge with others. In this regard, low motivation impeded knowledge sharing. Social Exchange Theory provides the methodology and way forward to harmonize the workforce for knowledge sharing (Liu & Philips, 2011).

Employee's reciprocal nature also bode smooth knowledge sharing. Reciprocity is a potent tool of social exchange theory. In this regard, the social circle also plays a pivotal role. Social circles formulate workforce cohesion to surge organization innovation capabilities (Miles, 2012). Knowledge sharing activities cultivate new knowledge between employees and act as a force multiplier to deter competitive advantage. It also maximizes the organization's profitability (Cummings, 2004). Researchers enumerated knowledge sharing as a two-way traffic channel. It inculcates the knowledge inputs and outputs between the company's workforces (Lin H., 2007).

Organizational trust interprets employees' loyalty to the organization for their wellbeing (Gambetta, 1988). The trust element ramifies knowledge sharing (Cabrera, 2005).

Tacit knowledge is a complex construct and the most significant impediment for knowledge sharing activities to deal in the organization (Fleck J., 1996). The importance of explicit knowledge is evident in incumbent literature reviews and academic compilations. However, tacit knowledge also holds due diligence in disseminating the organization innovational capabilities (Venkitachalam & Brush, 2012). How an organization cultivates tacit knowledge sharing between the employees is dominant and rests on its social capital channels and trust between the workforces. These attributes ignite organizational innovation capabilities to gain a competitive advantage (Zhining, 2012).

2.12.1 Social capital and Tacit Knowledge Sharing

The term "Social capital" denotes a network of people pooled together to exchange information, experiences, and knowledge. Social capital is a productive resource. Social capital harmonizes knowledge sharing activities. Social capital formulates the workforce into a resource cluster (Coleman, 1988). In knowledge related economies, social capital formation possesses an ample status. Observantly, employees are reluctant to share their knowledge with anonymity (Leana, 1999);(Bourdieu, 1986). Social capital has three critical aspects: cognitive, structural, and relational. All three dimensions portray sublime social constructs (Ganguly A. T., 2019).

Structural social capital refers to the holistic relationship between people (Nahapiet, 1998). The relational social capital explains knowledge assets created through a fruitful relationship between people (Nahapiet, 1998). The cognitive social capital addresses cultural commonalities to bond employees for vested interests (linguistic mainly), beliefs and narratives). These facets are holistically imperative to embed knowledge sharing maneuvering in an organizational environment (Hoof, 2009). Trust, norms, and values are a sublime feature of social capital and facilitate knowledge mobility (Lin H, 2007). The concept of "strength of weak ties" elaborates the structural social capital relationship (Granovetter, 1983).

Thus, social capital is the best conduit to share tacit knowledge through networking. These factors also inculcate the worker's willingness to share their tacit knowledge with their colleagues. However, (Nooteboom, 1999) connotes trust requirements as prime constructs to knowledge exchange activities. Therefore, based on this theoretical factuality, the following hypothesis has been derived.

Social capital (Structural, Relational and Cognitive) has a significant impact on tacit knowledge sharing.

H1: Social capital (Structural, Relational and Cognitive) has a significant impact on tacit knowledge sharing.

2.12.2 Organizational Trust and Tacit Knowledge Sharing

The relation aspect of social capital exhibits an interpersonal relationship (Yang Cai, 2020) (Steinmo & Rasmussen, 2018). The trust element to pursue organizational goals is essential (Leana, 1999). The organizational trust portrays the workforce's confidence in the organization with regards to his well-being. Employees always expect favorable gestures from their organizations in exchange for their work. This relationship also portrays the organizational trust of the worker towards their company (Gambetta, 1988).

Organizational trust is apart from that of personal trust. It reflects employees' trust towards the organization regarding their well-being and career progression (Cohen, 2001). The research work on organizational trust was incepted in the 1960s. Its impact on organizational performance and communication channel formation is dominating (Benesik & Juhasz, 2020). Organizational trust is organizational centric (Vineburgh, 2010). A lack of organizational trust forestall knowledge sharing between knowledge workers (Vincent et al., 2005). Organizational trust describes organizational health. It is the overall evaluation of organizational trustworthiness perceived by its workforce (Rusu & Babos, 2015).

Knowledge management is a potent art that also affects knowledge sharing (MCInerney, 2002). Moreover, organizational trust accelerates knowledge sharing and spate organizational performance. There is a direct connection that embeds organizational trust and knowledge sharing (Chenhall & Smith, 2003). Knowledge Sharing can be successfully taught by harmonizing organizational trust. In this regard, the creation may be taken as an organizational performance element.

H2: Organizational trust has a positive effect on tacit knowledge sharing.

2.12.3 Knowledge reciprocity parts in tacit knowledge sharing

Knowledge Reciprocity is employees' socialization to ramify knowledge sharing activities (Tamjidyamcholo et al., 2013). In other words, reciprocity is enacted with the value or quality of relationships between coworkers (Linton, 2000). Knowledge reciprocity is a two-way process.

The reciprocation factor between workers accelerates knowledge sharing (Thomas H. Davenport, 1998), whereas its scarcity constipates its efficacy (Thomas, 2010). Moreover, knowledge reciprocity increases the social capital and strengthens networking to impetus organizational innovation capability (Wu et al., 2005). Knowledge reciprocity acts as a knowledge sharing tool. Employees perform knowledge sharing by facilitates each other as reciprocal gestures (Matloob et al., 2020). Thus, based on the discussion above, we derive the following hypotheses:
H3: Knowledge reciprocity positively influences effective tacit knowledge sharing.

2.12.4 Relationship between Tacit knowledge sharing and innovation capability

Tacit is also considered causal ambiguity that impedes knowledge sharing (Uygur, 2013). Tacit knowledge is a complex construct and the major impediment for knowledge sharing activities in an organization (Fleck J., 1996). The importance of explicit knowledge is evident in incumbent literature reviews and academic compilations. However, tacit knowledge also holds due diligence in disseminating the organization innovational capabilities (Krishna Venkitachalam, 2012). The organization strength to cultivate its tacit knowledge sharing between the employees is dominant rests on its social capital channels. The level of trust between the workforces is also telling in this regard. These attributes ignite organizational innovation capabilities to gain a competitive advantage (Zhining, 2012).

H4: There is significant impact between tacit knowledge sharing and organizational innovative capability.

2.12.5 Social Capital with mediation tacit knowledge sharing and Organizational Innovation Capability

Social Capital is colossally related to achieving innovation (Muafi, 2020). Innovation growth within organization boundaries requires various coordinates. These coordinates unite the workforce to inculcate innovational activities (Metcalf, 2000).

Moreover, the innovation capability of an organization also impacts organizational short- and long-term strategy. The company that handles its knowledge-sharing channels better also transforms its

innovation capability (Inkow, 2012). In this regard, tacit Knowledge sharing cultivates innovation. Tacit knowledge sharing also incorporates innovative culture by embedding social capital with organizational innovation capabilities (Rogers, 2003).

H5: Tacit knowledge sharing positively mediates between social capital and organizational innovation capability.

2.12.6 Organizational Trust with mediation tacit knowledge sharing and Organizational Innovation Capability

Moreover, tacit knowledge has the power to facilitate organizational trust (Nonaka I., 2009). To Tacit, knowledge ramifies in a supportive environment and on knowledge holders' intent to share trust within the organization. In this regard, the relationship level between the teammates also plays a decisive (Borgatti, 2009). Tacit knowledge also flourishes during task executions. An organization embedded with "learning by doing cultures" has more space for knowledge sharing activities (Astorga et al., 2017).

H6: Tacit knowledge sharing positively mediates between organizational trust and organizational innovation capability.

2.12.7 Knowledge Reciprocity with mediation tacit knowledge sharing and Organizational Innovation Capability

The lack of knowledge reciprocity hampers organization innovation capabilities. Despite the positive relationship, extraordinarily little research has been undertaken to study the relationship between knowledge reciprocity and organizational innovation capabilities (Mlozi et al., 2017).

H7: Tacit knowledge sharing positively mediates between knowledge reciprocity and organizational innovation capability.

2.12.8 Effect of self-concordance and organizational innovation capabilities

The Self-Concordance Model was conceptualized (Sheldon, 1999) in 1999. It interprets the individual ability to pursue intrinsic goals to serve well-being. Intrinsic motivation is considered to be the prime factor in explaining the self-concordance. Intrinsic motivation is known as the prototype of the concept of self-concordance (Sheldon, 2004). Psychologists have described Self-concordance as an essential construct in the goal attainment process. A self-concordance can be defined as the measurements to which people pursue their goals following intrinsic motivation.

An elevated level of intrinsic motivation in the employees to pursue their vision is more likely to achieve their goals. That is why self-concordance tends to moderate the relationship between tacit knowledge sharing and innovational capability. Evidence supports the self-concordance negotiating role between work performance and management strategies (Syed et al., 2020). Self-concordance is considered a valuable resource in personal goal attainment. However, most self-concordance studies are studied and implemented in US business domains (Book, 2018).

Employees own intent level to perform a task affects results. A study suggests that self-concordance is one of the prime factors of employees' motivation. Previous research also connotes self-concordance employees have an elevated level of innovation capabilities to benefit their organizations (Hon, 2011).

H8: Self-Concordance positively affected with organizational innovation capability.

2.12.9 Effect of social capital on tacit knowledge sharing and organization innovation capability with moderation of self-concordance

Social Capital (Structural, Relational and Cognitive) and Organizational Innovation Capability: Social capital is a construct that impacts organization innovation's capability. In social relationships, the employees are affected by self-concordance. Even though the researchers have invested their knowledge of social capital with various constructs along with mediation and moderation, there is limited research exists to study it with organizational aspects like innovation (Farsi et al., 2013). Moreover, the complexities of organizational innovation warrant social networking through social circle formation (Silva, 2020).

H9: Self-Concordance positively moderates between impact of social capital on tacit knowledge sharing and organizational innovation capability.

2.12.10 Effect of Organizational trust on tacit knowledge sharing and organization innovation capability with moderation of self-concordance

Innovation capabilities are imperative for the competitive advantage of the workforce and organization with tacit knowledge sharing (Burgelman et al., 2004). When it comes to the organizational trust, self-concordance moderates between tacit knowledge sharing and organizational innovation capabilities holds the key. The lack of job security and stiff competition must dawdle the organizational trust factor. Incorporating the organizational trust factor increases the chances of organizational innovation capability enhancements to the manifold (Jandaghi,

2011). Organizational trust evades social complexities within the organization and pushes organizational innovation capabilities (Smith & Birney, 2005).

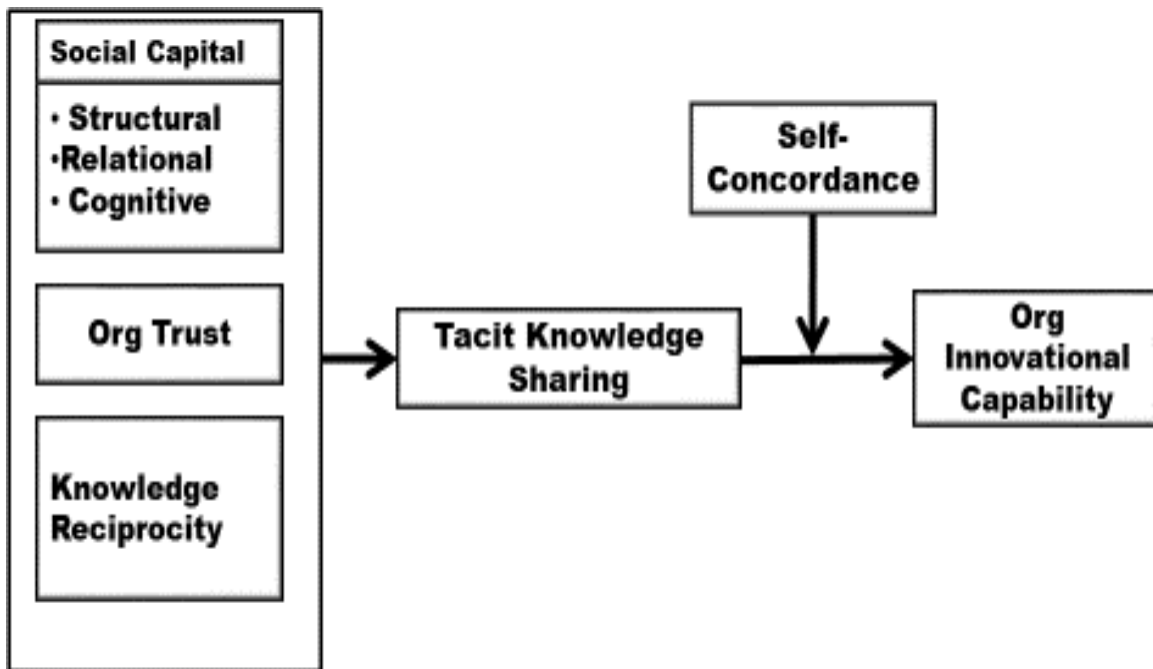
H10: Self-Concordance positively moderates between tacit knowledge sharing and organizational innovation capability.

2.12.11 Effect of Knowledge Reciprocity on tacit knowledge sharing and organization innovation capability with moderation of self-concordance

Self-concordance drives individuals to goal attainment that makes them happier with impact of Knowledge Reciprocity on tacit knowledge sharing and organization innovation capability. The prior researchers have studied self-concordance to happiness and life satisfaction perspective (Marko & Sheldon, 2001). There is an exigency to look at this construct in working content to evaluate its impact on innovational capability (Timothy et al., 2005).

H11: Self-Concordance positively moderates between impact of knowledge reciprocity on tacit knowledge sharing and organizational innovation capability.

2.12.12 Framework



2.12.13 Hypothesis Development

H1. There is a significant relationship between social capital (Structural, Relational and Cognitive) on tacit knowledge sharing.

- H2.** There is a significant relationship between organizational trust and tacit knowledge sharing.
- H3.** There is a significant relationship between knowledge reciprocity and tacit knowledge sharing.
- H4.** There is a significant relationship between social capital (Structural, Relational and Cognitive) on organizational innovation capability.
- H5.** There is a significant impact between organizational trust and organizational innovation capability.
- H6.** There is a significant impact between knowledge reciprocity and organizational innovation capabilities.
- H7.** There is a significant impact between tacit knowledge sharing and innovative organizational capability.
- H8.** Self-Concordance positively moderates between tacit knowledge sharing and organizational innovation capability.
- H9.** Tacit knowledge sharing positively mediates between social capital and organizational innovation capability.
- H10.** Tacit knowledge sharing positively mediates between organizational trust and organizational innovation capability.
- H11.** Tacit knowledge sharing positively mediates between knowledge reciprocity and organizational innovation capability.

CHAPTER-3

RESEARCH METHODOLOGY AND DESIGN

3.1 Introduction

The literature review was undertaken in support of this research study to further investigate the relationship of Social Capital with its sub dimensions (structural, relational, and cognitive), Organizational trust and Knowledge Reciprocity on Innovative Capability through with mediation of Tacit Knowledge Sharing and moderation of self-concordance. This chapter covers an explanation of the model's constructs and its linkage with existing research literature described in chapter 2. This chapter also covers the conceptual framework of the model and the development /formulation of the hypothesis.

3.2 Methodology

This is a correlational study and implies quantitative analysis to accomplish research objective s and study the relations of dependent, independent, mediating, and moderating variables are social capital, organizational trust, knowledge reciprocity, innovative capability, self-concordance, and tacit knowledge sharing. This study examines the significant impact between our selected variables. It constitutes of the quantitative analysis to study the relationship of the dependent, independent, mediating, and moderating variables that are Social Capital, structural, relational, and cognitive), Organizational trust and Knowledge Reciprocity on Innovative Capability through with mediation of Tacit Knowledge Sharing and moderation of self-concordance. The data collecting technique used in this research is “Survey Analysis” using “Google Forms” as the medium of communication. It has primarily been done due to the barrier posed by Covid 19 to carry a physical attempt and collect the data. The questionnaire were designed on 5 point Likert Scale. The questionnaire were sent to the IT companies for data collection. Later on, the data was analyzed for Validity, Reliability that was found alright. The significance levels of the hypothesis were also analyzed by using the bootstrapping technique of SmartPls 3.

3.3 Operationalization of Variables

"Operationalization of variables" refers to the zooming in & development of the appropriate definition & measurement of concepts in the conceptual framework. For example, a high-level concept can be broken down into the lower level of constructs/variables, which are social capital, Organizational trust and Knowledge Reciprocity on Innovative Capability through Tacit Knowledge Sharing and their definitions being defined in the context of the research, how those operational definitions being measured, e.g. using ordinal scale question of 5-point Likert scale as well as forming the appropriate measuring instrument, e.g. a survey questionnaire. Knowledge is a resource and a fuel to impetus organizational innovation capability. Tacit knowledge is hard to articulate and therefore it remains in the hibernation with its beholder. Social capital is invariably a resource that has a depth and a scope to harmonize work force into a formidable unit to share their work-life experiences with the co-workers. Organizational innovation capability is an ultimate objective of any firm irrespective to its size and stature. All these variables are well appended by past researchers (Ganguly et al., 2019). The self-concordance simply interprets the individual own inner inclination to undertake a given task.

3.4 Type of Data

3.4.1 Primary Data

Many collection techniques that are being used in research include observation, questionnaires, and interviews. The above model has been extracted from the research conducted by (Ganguly et al., 2019). "Effect of Social Capital, Organizational trust and Knowledge Reciprocity on Innovative Capability through Tacit Knowledge Sharing. Primary data collection technique beside providing the first hand information also bears some disadvantages as it is more costly, and it requires more time. In this study questionnaire analysis as, primary data is used to gathered data from respondents. For this purpose online questionnaire technique was used to get the data from the IT professionals.

3.4.2 Study population

This research population consists of the employees of the IT sector of the Rawalpindi and Islamabad to measure the role of Social Capital, Organizational trust and Knowledge Reciprocity on Innovative Capability through Tacit Knowledge Sharing. This study may give new dimensions to the IT firms by giving the management a novel thinking to uplift their innovational skills. A

number of IT software companies are working in Islamabad and Rawalpindi having sizeable population of the knowledge workers related to the IT filed. The study has been conducted by floating online questionnaires survey using “Google Forms” in the targeted IT organizations where respondents are willing to respond.

3.4.3 Sample firms

This study has gathered data from IT based employees who are working in software houses. Sample pertains to this research is chosen, based on the relevance with IT industry and their willingness to cooperate. For the subject research, 270 questionnaires had been floated using online questionnaire technique using “Google Forms to achieve desired number that was 250. The unit of analysis in this research are IT professionals working in IT firms based in Islamabad and Rawalpindi.

3.5 Sample size and selection procedure

The sample size of the study is 250 employees working in IT sector Islamabad. As the test was run in SEM Smart PLS 3, this sample size of 250 was ample enough (Ganguly et al., 2019). Moreover, SEM is a technique, premise to handle potent amount of sample size like $N > 200$ (Kline, 2005). Moreover, convenient sampling method has been adopted.

Moreover, as per (Sekeran, 2006) sample size between 30 and 500 produce appropriate results for most population. It is also to that fact that SmartPLS convert the sample size into various iterations and considering the SmartPLS 250 is considered to be a good size.

We have floated questionnaires in different IT organizations based in Rawalpindi and Islamabad. The sampling procedure of the study is cross sectional to study the relationship between variables. Approximately, 270 questionnaires were floated and filled by the employees of IT sector of Rawalpindi and Islamabad. The questionnaire was to be filled out by employees of all levels and no gender, education and Rank and Stature discrimination was incorporated.

3.6 Research Instrument

In this study, questionnaires were adopted from the notable work of various scholars. The information was accumulated through a poll that is five focuses Likert Scale survey. One side spotlight on the strongly disagree and other side is strongly agreed. Questionnaires were adopted from previous studies. The references are appended below:-

a.	Social Capital	(Chiu, (2006), Kale et al., (2000), Leana & Pil, (2006)
b.	Knowledge Reciprocity	Tamjidyamcholo, (2013).
c.	Org Trust	Möllering et.al (2004).
d.	Tacit Knowledge Sharing	Ganguly, et al., (2019)
e.	Self-Concordance	McAuley & Tammen, (1989)
f.	Organizational Innovation Capability	Lin, (2007).

3.6.1 Measures:

The proposed research model is clarified, and the factors of the examination are likewise stated in Table 3.1. In this exploration study, there are three independent variables, one is mediator, one is dependent variable, and one is moderator. Every one of the anticipated factors were considered as reliant factors in this examination study. Every one of the factors for variables and their items were estimated on 5-point Likert Scale (1= strongly disagree 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree).

The participants responded to each item of all variables on a five-point scale (Likert scale).

Table 3.1

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
(SDA)	(DA)	(N)	(AG)	(SAG)
1	2	3	4	5

3.7 Reliability

Reliability in simple terminology estimates the stability of the research work and ascertain consistent results. In this research, the reliability has been evaluated by evaluating the values of the construct through Cronbach Alpha. The sublime purpose of Cronbach's Alpha is to evaluate the measure of internal consistency of the construct used in the conceptual frame work. The coefficient alpha also decides dependability. Cronbach's coefficient alpha is considered strong

when it exhibits the value of a particular variable at 0.7 (Cronbach, 1951). According to the (Peterson,1994), the Cronbach Alpha's value should be greater than 0.6 which is satisfactory level to consider a variable in the framework. However, the Value placed at 0.7 shows significant and more reliable results as compared to values portraying the score of 0.6. The below table has all Cronbach values which shows reliable consistency of the data.

Variables	Sub-Variables	Cronbach's Alphas
Social Capital	Structural Social Capital	0.829
	Relational Social Capital	0.817
	Cognitive Social Capital	0.782
Organizational Trust		0.822
Knowledge Reciprocity		0.692
Tacit Knowledge Sharing		0.792
Self-Concordance		0.783
Organizational Capability	innovational	0.816

3.8 Data Analysis and Processing

SEM model examination with Smart-PLS is utilized for this investigation to analyze the relationship between social capital, Organizational trust, and Knowledge Reciprocity on Innovative Capability through Tacit Knowledge Sharing. SPSS is used to dissect the gathered information, and as per the characterized Likert scale used in questionnaire. Besides, the appropriate responses are entered by the necessities of this investigation.

3.8.1 Structural equation modelling (SEM)

Structural Equation Modeling clarifies a critical number of factual models used to quantify the validity of principal hypotheses with noticed information in the study. SEM indicates direct and indirect effect with path coefficients and their significance level value and stated the significant impact between them. Through SEM Analysis in this investigation, the way outlines of the

connections, their assessments, and model fit rundown have been created. The SEM examines whether the hypothesis model is consistent with the gathered information or not. It also analyzes either thesis variables have significant moderating relationship and mediating impact between them.

3.8.2 Data Coding and Analysis Technique

SEM examination has been conducted with Smart-PLS. Structure Equation Modeling (SEM) is a multipurpose strategy than some other multivariate procedure as it permits the specialists for concurrent, numerous reliant associations with and autonomous factors. The tests include, reliability, descriptive, correlation and structure equation modeling, and discriminant validity.

CHAPTER-4

ANALYSIS

4.1 Introduction

In the previous chapter, a detailed discussion has been provided regarding the methodology adopted for the present study. Methodology discusses instrument development and purification techniques, sampling plan, data collection and data analysis procedures. This chapter now presents the results and further interpret them in accordance with the set objectives and hypotheses premised for this particular research.

The chapter opens with demographics of respondents, basic descriptive statistics, i.e., mean, and standard deviation of the variables. It then throws light on the comparative statistics of different sample. The chapter also tests and discusses measurement and structural model that have been derived from the proposed model using SEM. The last part of the chapter throws discussion on mediation tests of the various relationships existing in the proposed model.

Before performing the structure equation modelling, missing values and outlier factors were considered. The missing values (14) were dealt with PLS – SEM “Mean Value Replacement Method”. The outlier values were sorted out by examining each response to see for the presence for any unusual value considering our “Likert Scale measurement ranging from 1 to 5.

4.2 Descriptive Statistics

The sublime role of the descriptive statistics is to provide the basic data features to the researchers. It measures not only the central tendency of the available data but also the summary and the characteristics of the data. Table 4.1 shows the descriptive statistics of all the constructs that are considered in current study. The descriptive statistics were reported based on the Mean, Min, Max, and standard deviation.

The sample size taken in this research was 250 that is also exhibited in the Table. 4.2. The min and maximum values are also highlighted in the table. The means exhibits the values of all variables > 3.5 . Similarly, the standard deviation values ranging between 0.122 to 0.178 of all the items.

The results of descriptive statistics have been reported from latent variable descriptive statistics which were extracted from the assessment of measurement model. Moreover, the descriptive statistics of individual items were reported below in detail. All values in this research are within the parameters.

Table 4.1: Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Social Capital	250	1	5	3.6332	.212311
Organizational Trust	250	1	5	3.7213	.132211
Knowledge Reciprocity	250	1	5	3.7311	.17812
Tacit Knowledge Sharing	250	1	5	3.6185	.13821
Organizational Innovation Capability	250	1	5	3.7267	.12293
Self-concordance	250	1	5	3.6837	.12245

4.3 Internal Consistency

In PLS-SEM, the qualities are coordinated by their pointer's individual dependability (Hair et al. 2019). It shows the dependable level between the variables and its values are rested between 0 and 1. A higher value exhibits a higher dependable level and vice versa. Upsides of composite unwavering quality/Cronbach alpha range somewhere 0.60 to 0.70` considered adequate, and value portrays higher than 0.70 (Hair Jr et al. 2016).

Now considering the external loadings with consistency, its better fitted at a score of 0.70. A value below this level is a weak indicator however, few researchers have recommended to keep the variables exhibiting the score of 0.6 Peterson (1994). Below this level, one must eliminate the

variable. In table 4.3, all the values exhibited are greater than 0.6 and all value lies within range and all hypotheses are accepted.

Figure 4.3 portrays the value of rho_A and Composite reliability. The values in the table of each construct exceeds 0.7 and exceeds acceptance level (Rafael Robina Ramirez, 2018). In research we test the constructs' reliability through Cronbach Alpha and Composite Reliability. The Cronbach Alpha are considered acceptable if rested between 0.69 to 0.8 (Gotz, 2010).

Table 4.3: Cronbach's Alpha

	Cronbach's Alpha
Social Capital	0.811
Organizational Trust	0.822
Knowledge Reciprocity	0.692
Tacit Knowledge Sharing	0.792
Self-concordance	0.783
Organizational Innovation Capability	0.816

4.4 Convergent Validity

To measure the degree of connections of different symbols Convergent validity is used. To build up concurrent legitimacy, the factor stacking of the marker, composite reliability (CR), and the average variance extracted (AVE).

The value of the convergent validity lies between the scale of 0 to 1 and therefore, it must be higher than 0.5 and ideally be above 0.70 to get a robust impact (Hair et al., 2014). The numeric value must lie between 0 and 1. As mentioned, the AVE value must exhibit the value above 0.50 so that it is adequate to be accepted for convergent validity. All the AVE values of Organizational Innovation Capability, Social Capital, Organizational Trust, Knowledge Reciprocity, Tacit Knowledge Sharing, Self-Concordance has high range of values varies from 0.7 to 0.85 which shows significant positive results to validate convergent validity.

Table 4.4: Convergent Validity

	rho_A	Composite Reliability	AVE
Knowledge Reciprocity	0.709	0.806	0.511
Organizational Innovation Capability	0.871	0.895	0.587
Organizational Trust	0.831	0.864	0.618
Self-Concordance	0.954	0.954	0.637
Social Capital	0.938	0.941	0.534
Tacit Knowledge Sharing	0.892	0.909	0.633

4.5 Discriminant Validity Test

Discriminant validity differentiates the construct from each other and the variance between the variables that overlaps. It can also be the discriminant legitimacy can be reviewed by exploiting Fornell and Larcker rule and Heterotrait-monotrait (HTMT) proportion of relationship.

By using cross-loading, factor loadings pointers on the lower and higher value than all cross loadings of different develops with condition that the value is higher than 0.70. The subsequent standard is to evaluate discriminant validity utilizing Fornell and Lacker measure. This technique analyzes the square foundation of the (AVE) with the relationship of variables. Along these lines, the square foundation of each develops ought AVE to have a more significant value than the relationships with other inactive variables.

4.5.1 Fornell-Lacker criterion

A discriminant validity is evaluated through Fornell-Lacker standard (Fornell & Larcker, 1981). It exhibits discriminant validity measuring the variance amount confined by constructs. This technique looks at the square base of the normal change extricated (AVE) with the relationship of static builds (Hair et al., 2016). Hence, the square foundation of each build's AVE ought to have a more prominent worth than the relationships with other dormant develops (Hair et al., 2019).

Table 4.5: Fornell-Lacker criterion

	KR	OIC	OT	SCO	SC	TKS
Knowledge Reciprocity	0.715					
Organizational Innovation Capability	0.290	0.766				
Organizational Trust	0.445	0.569	0.786			
Self-Concordance	0.030	0.219	0.164	0.776		
Social Capital	0.348	0.419	0.573	0.149	0.731	
Tacit Knowledge Sharing	0.377	0.575	0.512	0.278	0.475	0.795

The standard of Fornell-Larcker Criteria is one of the measures of SmartPLS to measure the level of discriminant validity. Thus, in simple word each member of the construct present in the model needs to be statistically different from other variables. In simple words, every construct enjoys the maximum Fornell-Larcker value under its own umbrella. As per this standard, the joined legitimacy of the estimation model can be surveyed by the Average Variance Extracted (AVE) and Composite Reliability (CR). AVE estimates the degree of fluctuation, and its values warrants to be above 0.7 are viewed as excellent, while the degree of 0.5 is acceptable. CR is a less one-sided value than Cronbach's Alpha, the significant value of CR is 0.7 or more.

The relationship between Organizational Innovation Capability and Social Capital is 0.419 which shows a statistical difference between these two variables where each variable has its own value of 0.786 and 0.766 respectively that also holds maximum score. The relationship between organizational trust and Organizational Innovation Capability is 0.569. Similarly, relationship between knowledge reciprocity and Organizational Innovation Capability is 0.290.

The relationship between tacit knowledge sharing and Organizational Innovation Capability has value of 0.575. The relationship between self-concordance and Organizational Innovation Capability has 0.219. The study is relevant with previous literatures and their acceptance criteria.

Fornell and Larcker criterion indicates the statistical differences of the construct presented in the model. Referring to Table, the Criterion region value of all constructs are maximum at their own interval that interprets a statistical discriminant validity between them.

4.5.2 Heterotrait-Monotrait (HTMT) ratio of correlation

The other discriminant validity is Heterotrait-Monotrait (HTMT) is another potent measure to evaluate the discriminant validity to interpret proportion of relationship. HTMT estimate near 1 demonstrates an absence of discriminant validity. Utilizing the HTMT as a model includes contrasting it with a predefined limit. It is pertinent to mention that any HTMT value that exhibits higher value than the prescribe limit will render the absence of discriminant validity. A few creators propose a limit of 0.85 but some scholar suggested it to be a 0.90 upper limit threshold (Hensler et.al, 2015).

Table 4.6: Heterotrait-Monotrait (HTMT)

	KR	OIC	OT	SCO	SC	TKS
Knowledge Reciprocity						
Organizational Innovation Capability	0.372					
Organizational Trust	0.570	0.685				
Self-Concordance	0.089	0.229	0.186			
Social Capital	0.403	0.426	0.648	0.155		
Tacit Knowledge Sharing	0.494	0.651	0.604	0.305	0.498	

As mentioned above, HTMT values close to 1 is an indicative that variables and construct are embedded with a lack of discriminant validity. Using the HTMT as a criterion involves comparing it to a predefined threshold. Some authors suggest a threshold of 0.85 is robust where one must disregard discriminant validity. As Social Capital and Knowledge Reciprocity has 0.403 value which states relationship between them. Organizational trust has positive and significant relationship of 0.685 with Organizational Innovation Capability. Moreover, knowledge reciprocity has positive

and significant relationship with Organizational Innovation Capability of 0.372 which lies within criterion region. While tacit knowledge sharing has 0.651 value that shows strong relationship with Organizational Innovation Capability. Self-concordance also has 0.229 positive and significant relationship with Organizational Innovation Capability. It is pertinent to mention that all values have been portrayed in green that shows they are within the range of the defined parameters of HTMT.

4.6 Structural Equation Modeling (SEM)

The impact of the social capital, Knowledge reciprocity, organization trust as independent variables with tacit knowledge sharing is determined by R square that shows that 0.33 or 33 % impact is done on tacit knowledge sharing by these 3 independent variables. Moreover, the impact of tacit knowledge sharing as mediator on organizational innovation capability is 0.34 or 34 %. Likewise, Self-Concordance association with tacit knowledge sharing in terms of R square is merely 0.07 that is considered to be very low.

To achieve our research objectives, the significance levels of social capital, knowledge reciprocity, organizational trust, the independent variables have been tested with tacit knowledge sharing, the moderator and their effect to significantly impact the organizational innovation capability has been statistically analyzed. Moreover, the moderating role of self-concordance has also been studied to measure the significant level. Results show that tacit knowledge positively mediated between the social capital, knowledge reciprocity and organizational trust. However, the moderating effect of self-concordance between tacit knowledge sharing and organizational innovation capability was not significant.

Structural equation modeling (SEM) is a form of causal modeling that includes direct and indirect effect of mediating and moderating relationship of variables. The result in Table. 4.6.1 reveals a positive significant direct effect between the independent and mediating variable. The same relationship is observed between the mediating direct effect on the moderator and in between the mediating and dependent variable.

The results reveal that knowledge reciprocity has significantly positive impact on tacit knowledge sharing i.e., **Knowledge Reciprocity -> Tacit Knowledge Sharing** where **b=0.155** and **t=2**. As the t value is higher than 1.96 which shows the significant relationship between these two variables.

Moreover, Organizational Trust have significant relationship with tacit knowledge sharing i.e., **Organizational Trust -> Tacit Knowledge Sharing** as the value of **b=0.301** and **t=4.007** which is greater than **1.96** between them and considered as significant at .000.

Likewise, Social Capital have significant relationship with tacit knowledge sharing i.e **Social Capital -> Tacit Knowledge Sharing** as **b=0.248**, **t=4.749** which is greater than 1.96 and it shows significant relationship between them and significant at .000. The tacit knowledge sharing has significant positive relationship with Organizational Innovation capability **Tacit Knowledge Sharing -> Organizational innovation capability** which is above the criterion region at **b=0.558**, **t=11.446** at **p=0.000**. However, self-concordance and Organizational Innovation Capability **Self-Concordance ->Organizational innovation capability** is considered as insignificant as **b=0.063**, **t=1.140** at **p value of 0.127**. These results show the insignificant relationship that leads towardsthe acceptance of a null hypothesis.

Table 4.6.1: Direct Effects

	B	T-value	P Values
Knowledge Reciprocity -> Tacit Knowledge Sharing	0.155	2.392	0.009
Organizational Trust -> Tacit Knowledge Sharing	0.301	4.007	0.000
Tacit Knowledge Sharing -> Organizational Innovation Capability	0.558	11.446	0.000
Social Capital -> Tacit Knowledge Sharing	0.248	4.749	0.000
Self-Concordance->Organizational Innovation Capability	0.063	1.140	0.127

Notes: *** p-value < 0.01.

Likewise, to proceed further with our analysis, it is pertinent to analyze the indirect effects of our independent variables that are social capital, knowledge reciprocity and organizational trust

with our dependent variables. In Structure Equation Modelling it is done by calculating indirect effects. Table 4.6.2 will look into the indirect effects of these variables.

Table 4.6: Indirect Effects

	B	T-value	P Values
Knowledge Reciprocity -> Organizational Innovation Capability	0.090	2.280	0.023
Organizational Trust -> Organizational Innovation Capability	0.174	3.117	0.002
Social Capital-> Organizational Innovation Capability	0.140	4.044	0.000

Notes: *** p-value < 0.01.

The indirect effects between the independent variables and with that of dependent variables have been found significant. As the result shows that Knowledge **Reciprocity -> Organizational Innovation Capability** has positive and significant relationship between them where **b=0.090 and t=2.280 which is greater than 1.96 and p value** reflects 0.023. Similarly, **Organizational Trust -> Organizational Innovation Capability** also portraying the positive significant relationship where **b=0.174 and t=3.117** shows positive and significant relationship based upon the t value threshold that has to be greater than 1.96. The last relationship in the above table i.e. **Social Capital-> Organizational Innovation Capability** relationship is also significant basing upon their **b=0.140 and t=4.044** where t value is greater than 1.96. All these values in the table are above threshold value of t and therefore enjoying the positive and significant relation of the indirect effect between the independent and dependent variable.

4.7 Mediation and Moderation Analysis

Mediation Analysis was performed through its significance with 95% confidence interval based to get normalized impacts. Direct and indirect impacts were assessed and contrasted and the absolute impacts of the variables in mediation and moderation analysis was derived. Thus, mediation is a process where the independent variable (IV) effects the mediator variable (MV) that in turns effects the dependent variable (DV). With this relationship, we derive whether the mediation is full mediation or partial mediation.

The role of mediating variable is to mediate between the dependent and independent variables. The mediating variable interprets the impact mechanism between the independent and the dependent variables. In mediation cases the impact of independent variable on the dependent variable is impacted by a third variable intervention known as the mediating variable.

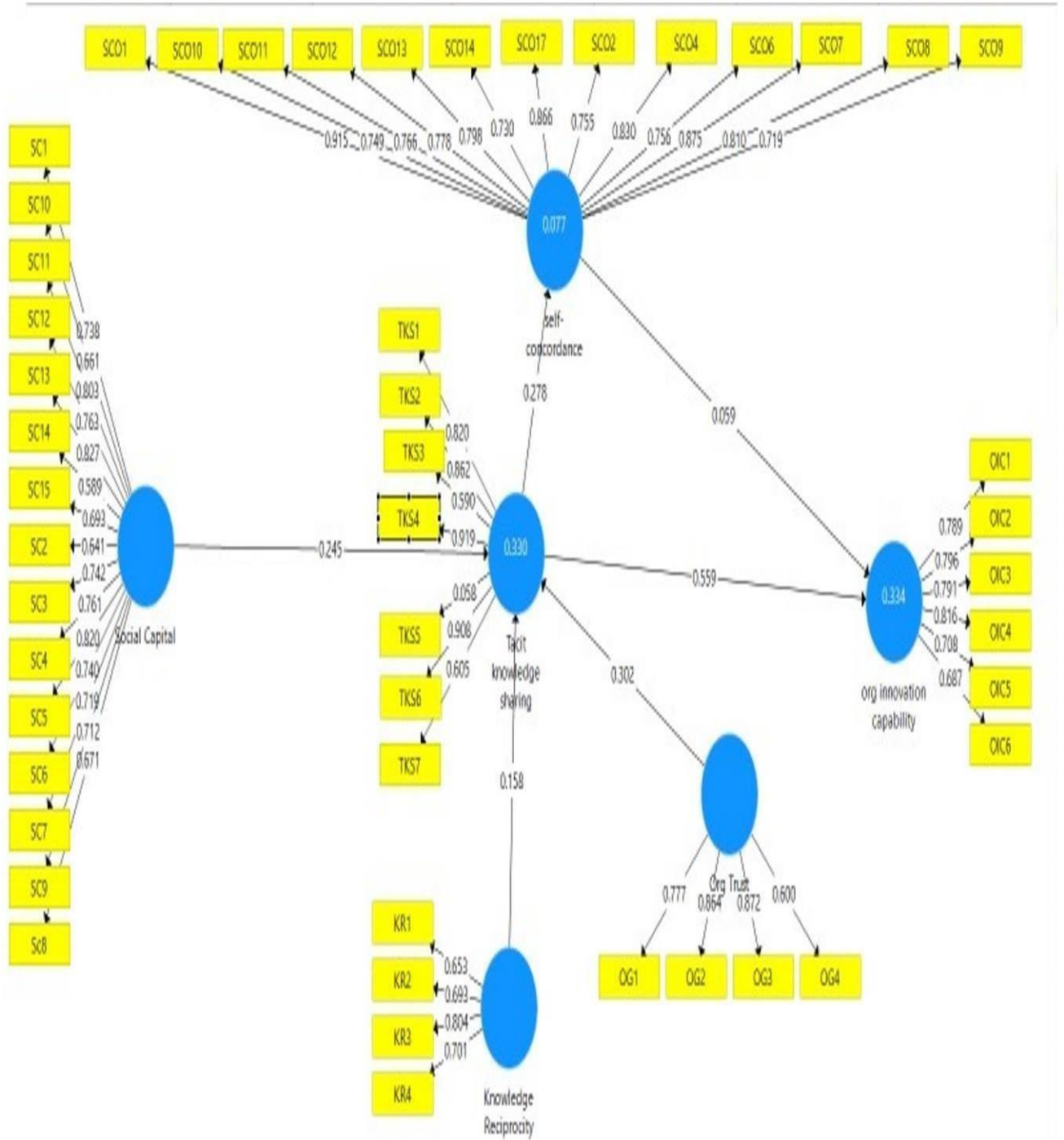
Mediation occurs when independent variables have the significant impact on the mediator. In this study, all three independent variables exhibit a significant relationship with mediating variable. The direct effect between social capital and Organizational innovation capability is **SC -> OIC ($\beta=0.140$, $t=4.044$, $p=0.000$)** is significance. On the other hand, with mediation of Tacit knowledge sharing i.e. TKS it exhibits **SC -> TKS-> OIC ($\beta=-0.136$, $t=4.015$, $p=0.000$)** where β is less than the value of direct effect. However, both the effects are significant.

Similarly Organizational Trust and organizational innovation capability **OT -> OIC ($\beta=0.174$, $t=3.117$, $p=0.002$)**, the relationship is significant as far as indirect effect is concerned . However, through mediation of Tacit knowledge sharing TKS, **OT -> TKS-> OIC ($\beta=0.169$, $t=3.085$, $p=0.002$)** the values are significant but β value of Direct effect is exhibiting better results than that of values through mediation.

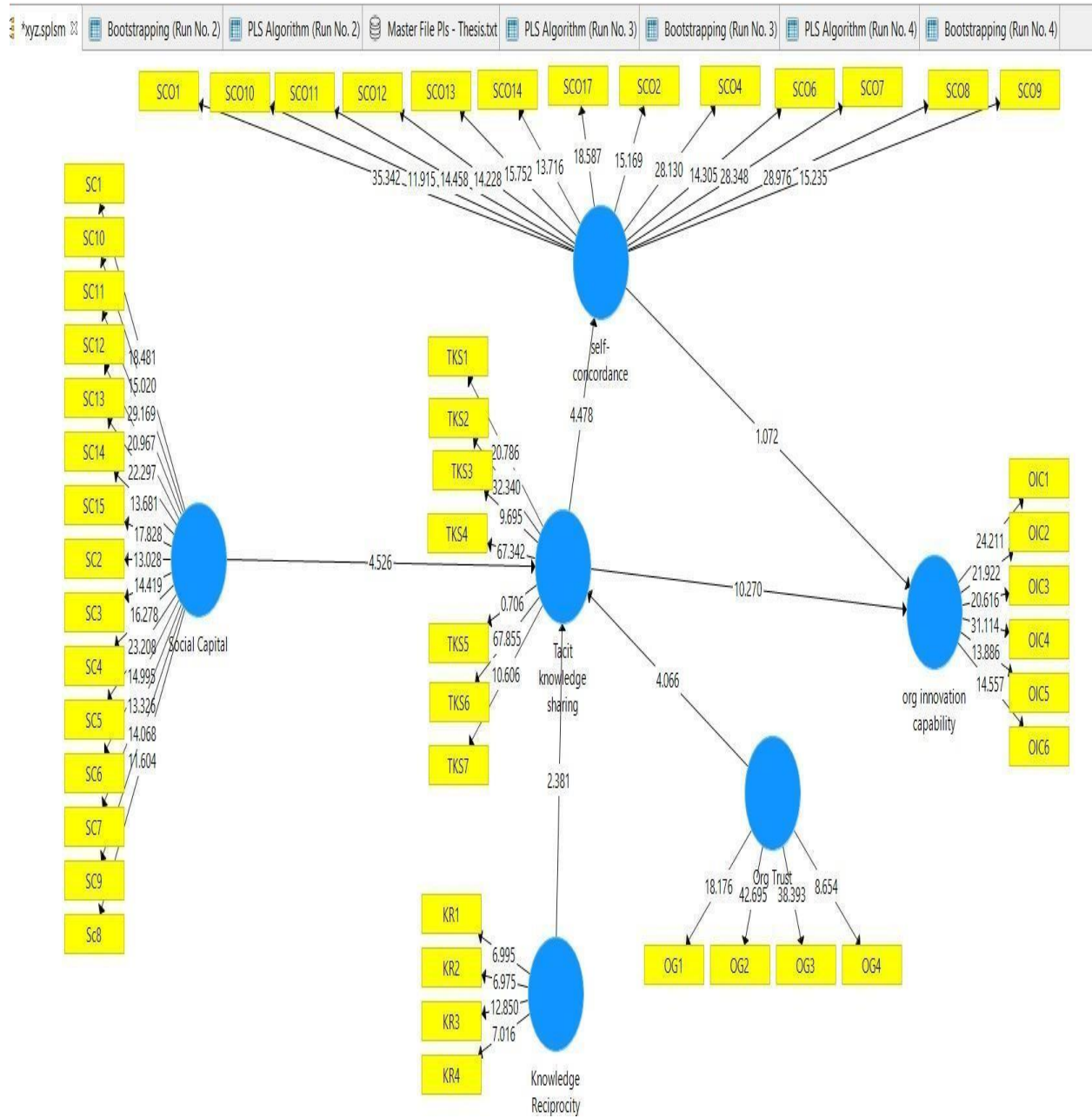
Likewise, the values of Knowledge reciprocity and organizational innovation capability **KR -> OIC ($\beta=0.090$, $t=2.280$, $p=0.023$)** it is significant relationship. The same nature is exhibited. In the same way, the values through mediation i.e., **KR -> TKS-> OIC ($\beta=0.088$, $t=2.275$, $p=0.023$)** is also significant but showing low β value. As both indirect effect and direct effects are significant therefore partial median exists in our model.

The role of self-concordance in this study is used as a moderator between tacit knowledge sharing and organization innovation capability is found insignificant. To calculate the result, the bootstrapping was launched using SmartPLs. Various combinations of the variables were analyzed to get a conclusion. The moderating role of **SCO->OIC** was found insignificant where (**$\beta=0.063$, $t=1.140$, $p=0.127$**) showed insignificant results. Moreover, the results of normal bootstrapping viz-a-viz to **TKS-> SCO->OIC** were also analyzed where (**$\beta=0.016$, $t=0.946$, $p=0.34$**) showed insignificant results.

However, to ascertain our hypothesis, the moderator relationship between **TKS->SCO->OIC** was calculated by using moderating effects in SmartPls. The results that were exhibited were not only insignificant but also showing a low negative **β value** where (**$\beta=-0.084$, $t=1.914$, $p=0.056$**) showed insignificant results (figure 4.8).



ALGORITHM DAIGRAM OF THE MODEL



BOOTSTRAPPING DAIGRAM OF THE MODEL

Table 4.8: Mediation Results / Specific Indirect Effects

	Standard Deviation	T Statistics	P Values
Knowledge Reciprocity -> Tacit knowledge sharing -> self-concordance	0.043	2.157	0.031
Knowledge Reciprocity -> Tacit knowledge sharing -> self-concordance -> org innovation capability	0.003	0.821	0.412
Knowledge Reciprocity -> Tacit knowledge sharing -> org innovation capability	0.088	2.275	0.023
Social Capital -> Tacit knowledge sharing -> org innovation capability	0.136	4.015	0.000
Org Trust -> Tacit knowledge sharing -> org innovation capability	0.169	3.085	0.002
Tacit knowledge sharing -> self-concordance -> org innovation capability	0.016	0.946	0.345
Social Capital -> Tacit knowledge sharing -> self-concordance	0.068	2.946	0.003
Org Trust -> Tacit knowledge sharing -> self-concordance -> org innovation capability	0.005	0.857	0.392
Social Capital -> Tacit knowledge sharing -> self-concordance -> org innovation capability	0.004	0.864	0.388
Org Trust -> Tacit knowledge sharing -> self-concordance	0.084	2.428	0.016
Tacit Knowledge Sharing->Self Concordance moderator->Organization innovation capability	-0.084	1.914	0.056

Note: SC- Social Capital; OIC- Organizational Innovation Capability; OT- Organizational trust; KR- Knowledge reciprocity; SCO- Self-Concordance; TKS- Tacit Knowledge Sharing;

Source: Smart PLS Output

The table shows that both the direct and indirect effects are significant and closer to each other for organizational trust and Organizational Innovation Capability mediation relation. The results are **KR -> TKS->SCO** ($\beta=0.043$, $t=2.157$, $p=0.030$) which is above than 1.96. Based on these results, that tacit knowledge sharing mediates the effect of knowledge reciprocity with Self concordance has been supported.

The results are **KR -> TKS->SCO-> OIC** ($\beta=0.003$, $t=0.821$, $p=0.412$). As t value is below than 1.96, therefore, based on these results the tacit knowledge sharing does not mediates the effect of knowledge reciprocity with moderation of self-concordance and Organizational Innovation Capability and therefore has been rejected and declared as insignificant relationship. T value less than 1.96 in this case will a leads to accept null hypothesis and reject the alternate hypotheses.

The results for **KR -> TKS-> OIC** ($\beta=0.088$, $t=2.275$, $p=0.023$) which is above than 1.96. Based on these results, that tacit knowledge sharing mediates the effect of knowledge reciprocity and Organizational Innovation Capability, and it has been supported.

It is illustrated from the table that both the direct and indirect effects are significant and closer to each other for Social Capital and Organizational Innovation Capability mediation relation. The results are **SC -> TKS-> OIC** ($\beta=-0.136$, $t=4.015$, $p=0.000$) the t statistical value which is above than 1.96. Based on these results, that tacit knowledge sharing mediates the effect of Social Capital and Organizational Innovation Capability has been supported. These findings are in accordance with Ganguly et al., 2019) who have found significant impact of Tacit Knowledge Sharing mediates the effect of Social Capital on Organizational Innovation Capability.

The table shows that both the direct and indirect effects are significant and closer to each other for organizational trust and Organizational Innovation Capability mediation relation. The results are **OT -> TKS-> OIC** ($\beta=0.169$, $t=3.085$, $p=0.002$) which is above than 1.96. Based on these results, that tacit knowledge sharing mediates the effect of organizational trust and Organizational Innovation Capability has been supported.

The table showed that self-concordance is insignificant relation with Organizational Innovation Capability and tacit knowledge sharing. The results are **TKS -> SC-> OIC** ($\beta=0.016$, $t=0.946$, $p=0.0345$) which is below the threshold of the $t=1.96$ therefore rejected. To further

calculate the moderating role of Self Concordance, **TKS->SCO->OIC** was calculated using the moderating effects and bootstrapping of SmartPLS. The result shows **insignificant** ($\beta=-0.084$, $t=1.914$, $p=0.056$). It further confirms the testimony that Self-Concordance seems to be a misfit in this model as all the equations involving self-concordance in mediation or moderation capacity has shown insignificant results.

From the above table it shows Social Capital with mediation of tacit knowledge sharing and moderation of self-concordance **SC->TKS->SCO** ($\beta=-0.068$, $t=2.946$, $p=0.003$) which is above than 1.96 and therefore accepted.

The table showed that self-concordance is insignificant relation with moderation between tacit knowledge sharing and Organizational Innovation Capability and mediation exist between them and along with that tacit knowledge sharing mediates between organizational trust and innovation capability. The results are **OT -> TKS->SCO ->OIC** ($\beta=0.005$, $t=0.857$, $p=0.392$) as t value is less than 1.96. Self-concordance does not moderate between social capital, tacit knowledge sharing and organizational innovation capability as **SC-> TKS->SCO ->OIC** ($\beta=0.004$, $t=0.864$, $p=0.388$) as t value is less than 1.96 and p value is not significant. Therefore, the hypothesis has been rejected.

Tacit knowledge sharing has provided the mediation between organizational trust and Self-Concordance. The results showed that **OT>TKS ->SCO** ($\beta=0.084$, $t=2.248$, $p=0.016$) which is above than 1.96.

The table shows the relationships of all the constructs embedded in our conceptual frame work. It is pertinent to mention that not all relationships have exhibited positive and significant relationships. The most sublime combination of all of them is the moderating role of self-concordance that exhibited the insignificant relationship and thus nullifying the moderator role.

The previous studies regarding self-concordance and motivational aspects have shown positive influence of these variables in shaping up the workforce behavior. However, the incumbent study has failed to capitalized this narrative. It may be due to a fact that employees have a limited freedom to attain their tasks at will rather than being dictated by their supervisors. Therefore, after the interpretation of the results, the following research objectives have been achieved / rejected:-

Hypothesis	Accept / Reject
H1: SC-> TKS	Accepted
H2: OT->TKS	Accepted
H3: KR->TKS	Accepted
H4: SC->OIC	Accepted
H5: OT->OIC	Accepted
H6: KR->OIC	Accepted
H7: TKS->OIC	Accepted
H8: TKS->SC->OIC	Rejected
H9: TKS->SC->TKS->OIC	Accepted
H10: TKS->OT->OIC	Accepted
H11: TKS->KR->OIC	Accepted

CHAPTER-5

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Discussion

Previous studies stipulated on tacit knowledge sharing has demonstrated that associations with an organizational innovation capability are more skillful in seeking after effective development and the discoveries of the current examination with social capital to something very similar. It is upheld which implies that knowledge reciprocity upgrades organizational innovation capability. This finding emphasizes the significance of tacit knowledge sharing strategies on organizational innovation capability (Oh et al., 2004).

It is likewise predictable that trade of tacit knowledge sharing with mediation to encourage development in firms. Different examinations stated by Shao et al., 2016.tracks down a positive relationship between the tacit knowledge sharing and organizational innovation capability in any organization. Also, the outcomes of tacit knowledge sharing communicate with various aspectsof social capital, organizational trust, and knowledge reciprocity and organizational trust proves the findings.

This advances the contention of that simple accessibility of tacit knowledge sharing with organizational innovation capability is lacking to make knowledge and starts a real discussion of tacit knowledge sharing inside the domain of social capital and its sub factors, structural, relational, and cognitive. The connection between tacit knowledge sharing and organizational innovation capability is less examined in the special cases, as it is stated by (Lee et al., 2018) who confirmed exactly that social capital, organizational trust and knowledge reciprocity is positively associated with tacit knowledge sharing.

In any case, the aftereffects of the current examination stretch out this finding to set that self-concordance has a moderate impact straightforwardly on the organizational innovation

capability of a firm. It uncovers the inactive connection between tacit knowledge sharing and organizational innovation capability which has been utilized in the reason of knowledge sharing and firm development capacity. This is additionally predictable with the experimental discovering (Zhang et al., 2017), in an alternate setting of provider and tacit knowledge sharing with organizational innovation capability.

It is suggested by (Bolisani & Bratianu, 2018) which has a listed conversation on various knowledge the board measures on advancement. Moreover, in spite of the fact that there has been reasonable consideration regarding tacit knowledge sharing and organizational innovation capability (Connelly et al., 2012), the role of self-concordance on development has hardly gotten any consideration. Accordingly, this examination makes a significant commitment to the writing on tacit knowledge sharing and organizational innovation capability.

Knowledge sharing response has been discovered to be altogether identified with tacit knowledge sharing which is in correspondence with prior discoveries of (Battistutti & Bork, 2017; Lin, 2007) in her examination, distinguished "the view of trade" to be a driving element of impact of social capital, organization trust, knowledge reciprocity with tacit knowledge sharing and organizational innovation capability, moderation impact of self-concordance.

Because of tacit knowledge sharing– which is difficult to be arranged, customized and is established in thoughts, qualities, and feelings – the acknowledgment of discernment would be more enhanced during the time spent knowledge sharing. No agreement and detail in the tacit knowledge sharing and organizational innovation capability (Yang & Farn, 2009) correspondence normally accepts a significant inspiration for tacit knowledge sharing.

It is addressed through tacit knowledge sharing (Zhang et al., 2016) has a high social capital way coefficient with regards to the current study by researcher, which further the expand of the significance Chennamaneni et al. (2012) and non-verbal communication and showing of abilities (Osterloh & Frey, 2000), with regards to tacit knowledge sharing. The outcome upholds the findings characterize towards tacit knowledge sharing which is the premise of social capital hypothesis.

The discoveries of the constructive outcome of social capital and its dimensions structural, relational, and cognitive on tacit knowledge sharing build up its hypothetical establishment. The

foundation of tacit knowledge in associations lies in the social connections, shared beliefs and qualities and connected with social and aggregate character. The tacit knowledge in associations, at the end of the day, is firmly identified with the psychological and social components of social capital (Vasin et al. 2019).

Trust is one of the center attributes of social element of social capital (Wang & Noe, 2010) and common trust is one of the basic fundamental factors that impact tacit knowledge partaking in associations (Chow & Chan, 2008). This view is likewise firmly upheld by (Chow & Chan, 2008) who declare that social feature of social capital between the teaming up partner's works with tacit knowledge sharing.

Shared qualities, vision and shared objectives are a portion of the critical parts of the intellectual element of social capital. While organizational trust between the knowledge sharing accomplices is a significant prerequisite of successful exchange of tacit knowledge sharing (Kikuchi & Coleman, 2012) a few researchers contend that absence of shared qualities, vision and shared objective might prompt clash and trust disintegration (Putnam et al., 1994) and go about as boundaries of move of tacit knowledge.

In this way, while the social component of social capital assumes a significant part in the powerful exchange of tacit knowledge, the intellectual measurement additionally assumes a similarly significant part in tacit knowledge move (Jensen et al., 2019). In this specific situation, it is beneficial to examine and cause to notice the way that the examination showed no huge connection between the underlying segment of social capital and unsaid knowledge sharing. This is in opposition to the findings that discover importance to be a deciding variable in tacit knowledge sharing in the organizations.

There is proof of clashing perceptions Gao et al. (2020) sets that solid ties in informal community structure emphatically impact implied knowledge move, notwithstanding, Wefald et al., (2017) announced frail proof of a particularly certain relationship. Further, this examination centers on the conclusion network structure. It also stresses the "strength" in creation and move of significant knowledge and in the comparative vein (Tsai & Ghoshal, 1998) supports the significance of ideal intellectual distance in tacit knowledge trade as a method for creating advancement ability.

Subsequently, the finding of significant connection of conclusion network structure in tacit knowledge move may not be completely awkward according to the hypothetical viewpoint. Goksel and Aydıntan (2017) additionally disclose social construction to be established on the lookout, progressive and social relations. Since both progressive and social relations would rely upon the firm construction and the social subtleties, the empowering or coercive activities of order could be a goal factor, prompting a miniature level investigation.

Knowledge the board has in its right cut its own space in the business and there is various knowledge the projects and drives which are advocated by various firms. This examination features that administrator of profoundly inventive organizations must be careful about knowledge sharing as a significant apparatus to accomplish imaginative outcomes. Albeit unsaid knowledge has all the earmarks of being "far off" to directors, they should know about its suggestions and realize that implied knowledge sharing is emphatically identified with the advancement abilities of a firm. Implied knowledge sharing could be energized by further developing cognizance and understanding social variables in the firm and the group.

Holste & Fields, (2010) gives an amazing model of extensive scholarly capital administration wherein he stresses the social connections (he calls is social apparatuses) in fostering any knowledge the sublime construct. He contends that the administration of scholarly capital including human resources, client capital and primary capital is the wellspring of development. It starts with the knowledge assets that dwell in the human mind. Whatever the best cycle, plan, and practices of data the board framework any association might have, it is deficient to make significant knowledge assets, which is generally implied in nature.

It involves the social cycles of knowledge trade including knowledge network structure, intellectual and social capital (Lee et al., 2018). Moreover, utilization of cutting edge innovation while upholds making of successful knowledge the executives framework in an association, it can't supplant the cycle of social cooperation's among its workers as the essential method for knowledge creation and move. They contend that relational trust, specifically, installed in the interpersonal organization of workers is fundamental for knowledge move.

Along these lines, the investigation has huge administrative ramifications towards the improvement of organizational scholarly capital. Further, as knowledge quality significantly

affects advancement abilities, supervisors could consider conveying better knowledge the executive's stages or knowledge quality administration projects to guarantee the accessibility of excellent knowledge. As the pace of development has rushed, tacit knowledge sharing is a significant weapon for a firm to outperform different contenders

To begin with, rather than past discoveries (Welbourne et al., 2005) the outcomes from this article showed that social capital is essentially identified with implied knowledge sharing. As friendly capital is straightforwardly connected with tacit knowledge sharing while thinking about the passionate energy. At long last, results from this article demonstrated that representative's passionate energy completely clarifies the connection between friendly capital and implied knowledge sharing, that is, this is a completely intervened relationship.

As an individual relationship asset, social capital is useful for making a positive, agreeable, and idealistic authoritative environment in a representative's workplace, which can viably invigorate the passionate energy of representatives. Representatives with an undeniable degree of social capital put a lot of energy into the passionate development at work and accept their tacit knowledge as fundamental yield and cost of enthusiastic development, in this way advancing the powerful sharing of unsaid knowledge in the association.

Moreover, this positive organizational trust made by friendly capital expands the passionate trust and dividing soul between representatives, which can advance their unsaid information sharing. Workers' social capital can assist with establishing a decent hierarchical environment (Carrasco and Bilal, (2016), and representatives don't stress over sharing their implicit information prompting the decay of their authoritative status in such (Shraga & Shirom, 2009) It very well may be seen that workers' social capital and passionate energy complete one another, which is a significant main thrust for sharing implied information.

This examination showed that social capital decidedly anticipated authoritative trust with inferred information sharing, which is reliable with the discoveries of past research (Carmeli et al., 2009) Workers with patent degrees of hierarchical trust has just feel more enthusiastic help from the association (Oh et al., 2004). Furthermore, a decent working environment which is a type of hierarchical confidence in associations can upgrade representatives' presentation grinding away

(Carmeli et al., 2009) and the finding of results is **OT -> TKS** ($\beta=-0.301$, $t=4.007$ $p=0.000$) that show organizational trust have positively and significantly influence the tacit knowledge sharing.

This examination showed that Knowledge correspondence has a critical positive relationship with inferred information sharing. Representative with higher Knowledge correspondence can build up great relational associations with partners in the organization, accordingly making a decent relational environment for unsaid information sharing (Hadjimichael & Tsoukas, 2019). Employees with high Knowledge reciprocity can recover and better concentrate on work, increasing more opportunities for sharing tacit knowledge. The finding of results is **KR -> TKS** ($\beta=0.155$, $t=2.392$, $p=0.009$) that show Knowledge Reciprocity have positively and significantly influence the tacit knowledge sharing.

The finding of the results **SCO -> OIC** ($\beta=0.063$, $t=1.140$ $p=0.127$) that show self-concordance positively but insignificantly effects the organizational innovation capability. And the finding of results is **TKS -> OIC** ($\beta=0.558$, $t=11.446$, $p=0.000$) that show tacit knowledge sharing have positively and significantly influence the organizational innovation capability. The finding of results is **TKS -> SCO** ($\beta=0.278$, $t=4.602$, $p=0.000$) that show tacit knowledge sharing have positively and significantly influence the self-concordance.

Social Capital (Structural, Relational and Cognitive) and Organizational Innovation Capability: Social capital is a sublime construct that impacts organization innovation's capability. In condense social relationships, the employees' eagerness to work spate innovation. Even though the researchers have invested their knowledge of social capital with various constructs, still space exists to study it with organizational aspects like innovation Ordóñez de Pablos, 2004). Moreover, the complexities of organizational innovation warrant social networking through social capital (Ordóñez de Pablos, 2004).

Innovation capabilities are imperative for the competitive advantage of the workforce and organization (Cassidy & Cassidy, 2019). When it comes to the organizational competitive advantage, innovation holds the key. The lack of job security must dawdle the organizational trust factor. Incorporating the organizational trust factor increases the chances of organizational innovation capability enhancements to the manifold (Cassidy & Cassidy, 2019). Organizational

trust evades social complexities within the organization and pushes organizational innovation capabilities (Cassidy & Cassidy, 2019).

The finding of the results **OT -> OIC ($\beta=0.174$, $t=3.117$, $p=0.002$)** that show organizational trust positively and significantly influence the Organizational Innovation Capability. The finding of the results **SC -> TKS ($\beta=0.248$, $t=4.749$, $p=0.000$)** that show social capital positively and significantly influence the tacit knowledge sharing. The finding of the results **KR -> OIC ($\beta=0.090$, $t=2.280$, $p=0.023$)** that show Knowledge Reciprocity and significantly influence the tacit knowledge sharing. The results presented in the Table 4.8 and 4.9 reveal that **SC -> OIC ($\beta=0.140$, $t=4.044$, $p=0.000$)** that show the Social Capital bears significant relationship on organizational innovation capability.

The lack of knowledge reciprocity hampers organization innovation capabilities. Despite the positive relationship, very little research has been undertaken to study the relationship between knowledge reciprocity and organizational innovation capabilities.

Tacit is also considered a biggest impediment in knowledge sharing (Uygun, 2013). Tacit knowledge is a complex construct and the major impediment for knowledge sharing activities in an organization (Fleck J., 1996). The importance of explicit knowledge is evident in incumbent literature reviews and academic compilations. However, tacit knowledge also holds due diligence in disseminating the organization innovational capabilities (Oh et al., 2004). The organization strength to cultivate its tacit knowledge sharing between the employees is dominant rests on its social capital channels. The level of trust between the workforces is also telling in this regard. These attributes ignite organizational innovation capabilities to gain a competitive advantage (Fredrickson & Losada, 2005).

Moreover, tacit knowledge has the power to facilitate innovation (Ben Hador, 2016). To Tacit, knowledge ramifies in a supportive environment and on knowledge holders' intent to share.

In this regard, the relationship level between the teammates also plays a decisive (Ben Hador, 2016). Tacit knowledge also flourishes during task executions. An organization embedded with "learning by doing cultures" has more space for knowledge sharing activities (Shirom et al. 2010).

Organizational competition is colossally related to achieving innovation (Muafi, 2020). Innovation growth within organization boundaries requires various coordinates. These coordinates

unite the workforce to inculcate innovational activities (Ganguly et al., 2019). Moreover, the innovation capability of an organization also impacts organizational short- and long-term strategy. The company that handles its knowledge-sharing channels better also transforms its innovation capability (Putnam et al., 1994). In this regard, tacit Knowledge sharing cultivates innovation. Tacit knowledge sharing also incorporates innovative culture by embedding Human resource practices (Putnam et al., 1994). The finding of the results that show tacit Knowledge sharing and significantly influence the Organizational Innovation Capability.

It is illustrated from the results that both the direct and indirect effects are significant and closer to each other for social capital and Organizational Innovation Capability mediation relation.

In accordance to (Shirom & Melamed, 2006) who have found significant impact of Tacit Knowledge Sharing mediates the effect of social capital on Organizational Innovation Capability.

The results shows that both the direct and indirect effects are significant and closer to each other for organizational trust and Organizational Innovation Capability mediation relation. The results are **OT -> TKS-> OIC ($\beta=0.169$, $t=3.085$, $p=0.002$)** which is above than 1.96. Based on these results, that tacit knowledge sharing mediates the effect of organizational trust and Organizational Innovation Capability has been supported.

The table showed that tacit knowledge sharing has significant impact in mediating between knowledge reciprocity and organizational innovation capability. The results are **KR -> TKS-> OIC ($\beta=0.088$, $t=2.275$, $p=0.023$)** which is above than criterion region and it is acceptable tacit knowledge sharing as a mediation.

The Self-Concordance Model was conceptualized by (Vasin et al. 2019). Psychologists have described Self-concordance as an essential construct in the goal attainment process. A self-concordance can be defined as the measurements to which people pursue their goals following intrinsic motivation. A high level of intrinsic motivation in the employees to pursue their vision is more likely to achieve their goals. That is why self-concordance tends to moderate the relationship between tacit knowledge sharing and innovational capability. Evidence supports the self-concordance negotiating role between work performance and management strategies (Wang and Noe, 2010). Self-concordance is considered a valuable resource in personal goal attainment. However, most self-concordance studies are studied and implemented in US business domains (Yang et al., 2010).

Self-concordance drives individuals to goal attainment that makes them happier. The prior researchers have studied self-concordance to happiness and life satisfaction perspective (Jensen et al., 2019). There is an exigency to look at this construct in working content to evaluate its impact on innovational capability (Nham et al., 2019).

Employees own intent level to perform a task affects results. A study suggests that self-concordance is one of the prime factors of employees' motivation. Previous research also connotes self-concordance employees have a high level of innovation capabilities to benefit their organizations (Lin, 2007).

The table shows that both the direct and indirect effects are significant and closer to each other for organizational trust and Organizational Innovation Capability mediation relation. The results are **KR -> TKS->SCO** ($\beta=0.043$, $t=2.157$, $p=0.030$) which is above than 1.96. Based on these results, that tacit knowledge sharing mediates the effect of knowledge reciprocity with Self concordance has been supported.

The role of self-concordance in this study is as a moderator between tacit knowledge sharing and organization innovation capability was also analyzed but found insignificant where **SCO->OIC** was found insignificant ($\beta=0.063$, $t=1.140$, $p=0.127$) and also **TKS-> SCO->OIC** where ($\beta=0.016$, $t=0.946$, $p=0.34$) showed insignificant results.

After examining the results, it may be concluded that the aspect of self-concordance may not be fitting well into our Pakistani culture due to authoritative management style and also people are reluctant to share their tacit knowledge (Ganguly et al., 2019). Moreover, people at the time of going into any reciprocal activity always weigh cost and benefit analysis (Karen, 2013). Moreover, self-determination theory that is associated with the self-concordance also provide the autonomy to the workers. But again people always show less inclination to volunteer themselves to reciprocate others at the cost of self protection (Sheldon, 1999).

It is illustrated from the table that both the direct and indirect effects are significant and closer to each other for Social Capital and Organizational Innovation Capability and mediation relation of tacit knowledge sharing. The results are **SC -> TKS-> OIC** ($\beta=0.136$, $t=4.015$, $p=0.000$) the t statistical value which is above than 1.96. Based on these results, that tacit knowledge sharing mediating effect of Social Capital and Organizational Innovation Capability has been supported.

These findings are in accordance with (Ganguly et al., 2019) who have found significant impact of Tacit Knowledge Sharing mediates the effect of Social Capital on Organizational Innovation Capability.

Self-concordance moderation role has not been supported in this study as a significant moderator between social capital, tacit knowledge sharing and organizational innovation capability as **SC-> TKS->SCO ->OIC ($\beta=0.005$, $t=0.795$, $p=0.427$)** as t value is below the 1.96 threshold therefore, the hypothesis is rejected. Tacit knowledge sharing has direct relationship between organizational trust and Organizational Innovation Capability. The results showed that **SC->TKS -> OIC ($\beta=0.136$, $t=4.015$, $p=0.000$)** which is above than 1.96.

The table shows that both the direct and indirect effects are significant and closer to each other for organizational trust and Organizational Innovation Capability mediation relation. The results are **KR -> TKS->SCO ($\beta=0.043$, $t=2.157$, $p=0.031$)** which is above than 1.96. Based on these results, that tacit knowledge sharing mediates the effect of knowledge reciprocity with self-concordance, and it has been supported. Same as Self-concordance has direct and indirect relationship between tacit knowledge sharing and Organizational Innovation Capability has full moderation. The results showed that **TKS -> SC-> OIC ($\beta=0.016$, $t=0.946$, $p=0.0345$)** which is below than 1.96. It has rejected self-concordance as a moderation.

The study also shows Social Capital and Organizational Innovation Capability with mediation of tacit knowledge sharing and moderation of self-concordance **SC->TKS->SCO->OIC ($\beta=0.04$, $t=0.864$, $p=0.388$)** relationship as insignificant due to t value that is less than 1.96. Based on these results, that tacit knowledge sharing mediates the effect of Social Capital and Organizational Innovation Capability but moderation of social capital has been rejected.

Likewise, the results pertains to knowledge reciprocity, tacit knowledge sharing, self-concordance and organizational innovation capability **KR -> TKS->SCO-> OIC ($\beta=0.003$, $t=0.821$, $p=0.412$)** are found below the t value of 1.96. Based on these results, that tacit knowledge sharing mediates the effect of knowledge reciprocity but the moderation of self-concordance to increase Organizational Innovation Capability has been rejected.

The table showed that self-concordance has insignificant statistical relationship with moderation between tacit knowledge sharing and Organizational Innovation Capability. Even the

mediation exists between the organizational trust and organizational innovation capabilities even then self-concordance mediation was failed to establish moderating significant effect. The results is **OT -> TKS->SCO ->OIC ($\beta=0.005$, $t=0.857$, $p=0.392$)** which is not lie in criterion region and it has rejected tacit knowledge sharing as a mediation.

Due to all above significance level involving Self Concordance, the moderator relationship between **TKS->SCO->OIC** was calculated and found to be negative where (**$\beta=-0.084$, $t=1.914$, $p=0.056$**) showed insignificant results.

To further delve into the result, we need to bring into the Self- Determination Theory. The salient of self-determination theory is related to giving autonomy to the people. In the working domains, it relates to the employees own intent to perform a particular task. In simple it promulgates “what I want approach”. The autonomy is subjective to cultures. Every cultural has its own way of performing things. Self-Concordance is related to autonomy (Shelden, 1999). Various studies have found that the level of self-concordance or autonomy in terms of its meaning remains as same. However, due to cross cultural diversities its level of practicability may vary (Chirkov, 2008).

Moreover, it is empirically analyzed that employees are reluctant to share their most important knowledge when they have to do it at their own.

5.2 Implications of the study

With these discoveries, the investigation makes a few commitments to existing writing in social capital and tacit knowledge sharing and organizational innovation capability in Pakistani organizations. The primary aim is to convince firms to harmonize social capital, organization trust and knowledge reciprocity with tacit knowledge sharing and organizational innovation capability in organization strategic manual. This examination presents significant hypothetical experiences by uncovering that workers' passionate energy can connect their social capital and its dimensions and tacit knowledge sharing and organizational innovation capability. Given that representatives' tacit knowledge sharing, and organizational innovation capability might be affected by their self-concordance and their social communications with others, social capital hypotheses is vital.

Past examinations have researched the connection between social capitals, organizational trust, knowledge reciprocity on tacit knowledge sharing and its impact on organizational

innovation capability and moderation of self-concordance and this examination inspects the impact of social capital on tacit knowledge sharing by means of representative force. The outcomes observationally uncover the full interceding impacts of their aim to share tacit knowledge.

This research also holds the management implications. Knowledge management is one of the potent tool to acquire and exchange knowledge. In the era of the knowledge workers, it is the management's responsibility to investiture the right knowledge management practices to harmonize their knowledge workers. It is a fact that tacit knowledge sharing is hard to circulate. However, things may improve through right management practices and providing the workers with ample time and opportunity to formulate social circles within the organization boundaries. In this regard knowledge workers should be given spare time during worker hours.

5.3 Future Directions

The contemporary business environment is ever changing at a rapid pace. It is more diversified, and the success of the organization relies on many factors. The aim of this study is to incept the research work in Pakistani organizations to create awareness regarding the social and behavioral constructs relevant to the organization innovational capabilities. In this regard knowledge also plays significant role. Therefore, tacit knowledge sharing was embedded with social capital, organizational trust and knowledge reciprocity to formulate a conceptual framework for this study. Self-Concordance was used to study the moderating role but the hypothesis was rejected. Therefore, further studies may be carried out in future to study self-concordance in broader spectrum. In this regard, strengthening sample size in same IT industry or switching to other industry may be a good option.

Tacit knowledge itself is a difficult subject and the knowledge tacit nature makes it a broad prospect to further study in details with other constructs. Knowledge is a resource for any organization. However, the potency of any resource is subjective to its timely dissipation, quality and comprehension. Therefore, future research work might take on tacit knowledge sharing with other constructs involving larger sample size, diversified industrial portfolios. Moreover, its stickiness may also be studied. Nature and leveraging of employee autonomy to perform his task may also be studied with other variables.

5.4 Limitations of the study

As a novel attempt to undertake this study, it has some short falls. Firstly, it is an attempt to study a specific population, therefore, for true interpretations other industries may be incorporated with larger population size. The larger sample size would also enhance the generalizability of the results. As mentioned above that the sample or the respondents of this study was from a particular field, therefore it is assumed that their responses were encapsulated by the organizational, cultural and professional bars. These barriers may be the reason that self-concordance as a moderator has been proved insignificant that also warrants further study under the ambit of different sample size and the population.

Furthermore, not considering the persistence of tacit knowledge can likewise be considered as a limit of the current investigation. Despite the fact that tenacity of tacit knowledge (S. C. Yang & Farn, 2009) is seen as a significant factor but its efficacy is mainly restricted to research and academia. Therefore, more robust approach is required to embrace such variables into the field.

This study has various limitations due to scope, time, and requirements. First, the study has been conducted with limited sample size as already mentioned. Secondly due to the imposition of the lockdown IT sector was exercising the work from home practice that made us restricted to collect sample through online questionnaire.

5.5 Conclusion

The current study premise objective is to present the social and behavioral constructs as linchpin factors in attaining firm's competitive advantage. The variables selected in this research are social capital, organizational trust, knowledge reciprocity on tacit knowledge sharing and organizational innovation capability and moderation of self-concordance. One of the key driver to accomplish creativity is through successful knowledge sharing. As per (Bolisani & Bratianu, 2018) business achievement and organizations appear to have its underlying foundations in the utilization of tacit knowledge sharing that has the potency to enhance its capabilities.

The current investigation is a novel approach to formulate a framework by inculcating social capital, organizational trust, knowledge reciprocity on tacit knowledge sharing and organizational innovation capability. The framework also includes a moderation of self-concordance. However,

our study did not get fruitful results to support this moderating role. The significance of these constructs in professional environment is manifold (Wipawayangkool & Teng, 2016), especially in Pakistan's business domains where less heed is given on social and behavioral training and development aspects.

The paper likewise discussed the sublime aspect of social capital, knowledge reciprocity and organizational trust in harmonizing the tacit knowledge sharing to further impact the organization innovation capabilities. It has also illuminated its importance to formulate the intellectual domains. This study has also highlighted the notable work of the previous researchers to public the importance of tacit knowledge sharing and formulating the conceptual frameworks with other professional, social and behavioral constructs. At last, the discoveries of the current research work can be utilized to make novel techniques to create and support knowledge promotion conduits between workers in both inside and outside of the firms to prompt knowledge intensive channels (Nonaka, 1994).

Furthermore, this study has failed to validate the moderating role of self-concordance. To further investigate the veracity and in-depth analysis regarding the efficacy of self-concordance, broad research may be conducted in the future to investigate the importance of self-concordance in incumbent business environment.

REFERENCES

- Abram, L.C., Cross, R., Lesser, E. and Levin, D.Z. (2003). “Nurturing interpersonal trust in knowledge sharing network”, *Academy of Management Perspectives*, 17(4), 64-76. <https://10.14738/abr.512.3933>.
- Acosta, P. and Cegarra-Navarro, J.G. (2016), “New ICTs for knowledge management in organizations”, *Journal of Knowledge Management*, 20(3), 417-422. <https://doi.org/10.1108/JKM-02-2016-0057>
- Adler, P.S. and Kwon, S.W. (2002). “Social Capital: prospects for a new concept”, *Academy of Management Review*, 27(1), 17-40. <https://org/10.2307/4134367>.
- Akhavan, P. and Hosseini, S.M. (2016), “Social Capital, knowledge sharing, and innovation capability: an empirical study of R and D teams in Iran”, *Technology Analysis and Strategic Management*, 28(1), 96-113. <https://org/10.1080/09537325.2015.1072622>
- Anand, A., Centobelli, P. and Cerchione, R. (2020), "Why should I share knowledge with others? A review-based framework on events leading to knowledge hiding", *Journal of Organizational Change Management*, Vol. 33 No. 2, pp. 379-399. <https://doi.org/10.1108/JOCM-06-2019-0174>
- Andrea Benesik, T. J. (2020). Impact of Informal Knowledge Sharing (WorkPlace Gossip) on Organisational Trust. *Economics and Sociology*, 13 (1), 249-270. <http://10.14254/2071-789X.2020/13-1/16>
- Alguezaui, S. and Filieri, R. (2010), “Investigating the role of social Capital in innovation: sparse versus dense network”, *Journal of Knowledge Management*, 14(6), 891-909. <https://org/10.1108/13673271011084925>
- Alparslan, A. M., Kılınc, U. K. (2015). The power of informal communication and perceived organizational support on energy at work and extra-role behavior: A survey on teachers. *Journal of Human Sciences*, 12(2), 113–138. <https://doi.org/10.14687/ijhs.v12i2.3243>
- Astorga-Vargas, M.A., Flores-Rios, B.L., Licea-Sandoval, G. and Gonzalez-Navarro, F.F. (2017). “Explicit and tacit knowledge conversion effects, in software engineering undergraduate students”, *Knowledge Management Research and Practice*, 15(3), 336-345. <https://org/10.1057/s41275-017-0065-7>
- Bagozzi, R.P., Yi, Y. and Phillips, L.W. (1991). “Assessing construct validity in organizational research”, 23(12). <https://doi.org/10.2307/2393203>
- Basadur, M. and Gelade, G.A. (2006), “The role of knowledge management in the innovation process”, *Competitive Compliance*, 15. Issue (1). <https://org/10.1111/j.1467-8691.2006.00368.x>
- Battistutti, O., Bork, D. (2017). Tacit to explicit knowledge conversion. *Cognitive Processing*, 18(4), 461–477. <https://org/10.1007/s10339-017-0825-6>

- Ben-Ari, A. and Enosh, G. (2013). "Power relations and reciprocity: dialectics of knowledge construction", *Qualitative Health Research*, 23(3), 422-429. <https://org/10.1177/1049732312470030>
- Ben Hador, B . (2016). How intra-organizational social capital influences employee performance. *Journal of Management Development*, 35(9), 1119–1133. <https://doi.org/10.1108/jmd-12-2015-0172>
- Benesik, T. J. (2020). Impact of Informal Knowledge Sharing (WorkPlace Gossip) on Organisational Trust. *Economics and Sociology*, 13 (1), 249-270. <http://10.14254/2071-789X.2020/13-1/16>
- Bjork, J. and Magnusson, M. (2009). "Where do good innovation ideas come from? Exploring the influence of network connectivity on innovation idea quality", *Journal of Product Innovation Management*, 26(6), 662-670. <https://org/10.1111/j.1540-5885.2009.00691.x>
- Bock, G.W., Zmud, R.W., Kim, Y.G. and Lee, J.N. (2005). "Behavioral intention formation in knowledge sharing: examining the roles of extrinsic motivators, social-psychological forces, and organizational climate", *MIS quarterly*, 29(1), 87-111. <https://org/10.2307/25148669>
- Book, M. A. (2018). Retrieved from https://en.wikiversity.org/wiki/Motivation_and_emotion/Book/2018/Self-concordance_theory_and_motivation#What_is_self-concordance?
- Bolisani, E., Bratianu, C. (2018). The elusive definition of knowledge In Bolisani, E., Bratianu, C. (Eds.), *Emergent knowledge strategies: Strategic thinking in knowledge management* (11–22). https://org/10.1007/978-3-319-60657-6_1
- Borgatti, S.P. and Cross, R. (2003). "A relational view of information seeking and learning in social networks", *Management Science*, 49(4), 432-445. <https://org/10.1287/mnsc.49.4.432.14428>
- Borgatti, S.P. and Li, X. (2009). "On social network analysis in a supply chain context", *Journal of Supply Chain Management*, 45(2), 5-22. <https://org/10.1111/j.1745-493X.2009.03166.x>
- Borges, R., Bernardi, M., Petrin, R. (2019). Cross-country findings on tacit knowledge sharing: Evidence from the Brazilian and Indonesian IT workers. *Journal of Knowledge Management*, 23(4), 742–762. <https://org/10.1108/JKM-04-2018-0234>
- Brown, J.S. and Duguid, P. (2000), "Balancing act: how to capture knowledge without killing it", *Harvard Business Review*, 78(3), 73-80. <https://hbr.org/2000/05/balancing-act-how-to-capture-knowledge-without-killing-it>.
- Burgelman, R., Maidique, M. and Wheelwright, S. (2004), *Strategic Management of Technology and Innovation*, McGraw-Hill, New York, NY.

- Burt, R.S. (2000), "The network structure of social Capital", *Research in Organizational Behavior*, 22, 345-423. [https://org/10.1016/S0191-3085\(00\)22009-1](https://org/10.1016/S0191-3085(00)22009-1)
- Cabrera, E.F. and Cabrera, A. (2005). "Fostering knowledge sharing through people management practices", *The International Journal of Human Resource Management*, 16(5), 720-735. <https://org/10.1080/09585190500083020>
- Caimo, A. and Lomi, A. (2015). "Knowledge sharing in organizations: a Bayesian analysis of the role of reciprocity and formal structure", *Journal of Management*, 41(5), 665-691. <https://org/10.1177/0149206314552192>.
- Battistutti, O., Bork, D. (2017). Tacit to explicit knowledge conversion. *Cognitive Processing*, 18(4), 461–477. <https://org/10.1007/s10339-017-0825-6>
- Carmeli, A., Ben-Hador, B., Waldman, D. A., Rupp, D. E. (2009). How leaders cultivate social capital and nurture employee vigor: Implications for job performance. *Journal of Applied Psychology*, 94(6), 1553–1561. <https://doi.org/10.1037/a0016429>
- Carrasco M.A, Usama Bilal. (2016). A sign of the times: To have or to be? Social capital or social cohesion?, 159, 127-131. <https://doi.org/10.1016/j.socscimed.2016.05.012>
- Cassidy, K.-L., Cassidy, B. (2019). Positive psychiatry: Neuroscience of brain health and resilience *Advances in psychiatry*, 329–345). Springer. https://doi.org/10.1007/978-3-319-70554-5_20
- Chakit, U. (2007). Innovation Capability and Export Performance: An Empirical Study Textile Business in Thailand. *International Journal of Business Strategy*. , 7 (1), 1-9.
- Chiu, M. H. (2006). Understanding Knowledge sharing in virtual communities: An Integration of Social Capital and Social Cognitive Theories. *Elsevier* , 42 (3), 1872-1888. <https://doi.org/10.1016/j.dss.2006.04.001>
- Chang, H.H. and Chuang, S.S. (2011), "Social Capital and individual motivations on knowledge sharing: participant involvement as a moderator", *Information and Management*, 48(1), 9-18. <https://doi.org/10.1016/j.im.2010.11.001>
- Chen, Z.-J., Davison, R. M., Mao, J.-Y., Wang, Z.-H. (2018). When and how authoritarian leadership and leader renqing orientation influence tacit knowledge sharing intentions. *Information & Management*, Vol 55(7), 840–849. <https://org/10.1016/j.im.2018.03.011>
- Chenhall, R. &. (2003). Performance Measurement and Reward System, Trust and Strategic Change. *Journal of Management Accounting Research* , 15 (1), 117-143. <https://doi.org/10.2308/jmar.2003.15.1.117>
- Chen, Q., Wang, C. H., & Huang, S. Z. (2020). Effects of organizational innovation and technological innovation capabilities on firm performance: evidence from firms in China's Pearl River Delta. *Asia Pacific Business Review*, 26(1), 72-96. <https://org/10.1080/13602381.2019.1592339>

- Chennamaneni, A., Teng, J. T. C., Raja, M. K. (2012). A unified model of knowledge sharing behaviors: Theoretical development and empirical test. *Behavior & Information Technology*, 31(11), 1097–1115. <https://doi.org/10.1080/0144929x.2011.624637>
- Chin, W.W. (1998), “The partial least squares approach to structural equation modeling”, *Modern Methods for Business Research*, 295, 2, 295-336. https://www.researchgate.net/publication/311766005_The_Partial_Least_Squares_Approach_to_Structural_Equation_Modeling
- Chiu, C.-M., Hsu, M.-H. and Wang, E.T. (2006), “Understanding knowledge sharing in virtual communities: an integration of social Capital and social cognitive theories”, *Decision Support Systems*, 42(3), 1872-1888. <https://org/10.1016/j.dss.2006.04.001>
- Chirkov, V.I. (2008). Culture, Personal Autonomy and Individualism: Their relationships and implications for personal growth and well being. *Proceedings from the 17th International Congress of the International Association for Cross Culture Psychology*. https://scholarworks.gvsu.edu/iaccp_paper/10/10
- Chow, W.S. and Chan, L.S. (2008), “Social network, social trust and shared goals in organizational knowledge sharing”, *Information and Management*, 45, 7, 458-465. <https://org/10.1016/j.im.2008.06.007>
- Coff, R. W., Coff, D. C., Eastvold, R. (2006). The knowledge-leveraging paradox: How to achieve scale without making knowledge imitable. *Academy of Management Review*, 31(2), 452–465. <https://org/10.5465/amr.2006.20208690>
- Cohen, D. &. (2001). In *Good Company: How social Capital Makes Organizations Work*. <https://hbswk.hbs.edu/archive/in-good-company-how-social-capital-makes-organizations-work-making-social-capital-work>
- Coleman, J.S. (1988). “Social capital in the creation of human capital”, *American Journal of Sociology*, 94, S95-S120. <http://www.jstor.org/stable/2780243>.
- Connelly, C. E., Zweig, D., Webster, J., Trougakos, J. P. (2012). Knowledge hiding in organizations. *Journal of Organizational Behavior*, 33(1), 64–88. <https://org/10.1002/job.737>
- Collins, J.D. and Hitt, M.A. (2006), “Leveraging tacit knowledge in alliances: the importance of using relational capabilities to build and leverage relational Capital”, *Journal of Engineering and Technology Management*, 23(3), 147-167. <https://10.1016/j.jengtecman.2006.06.007>
- Conger, J.A., Kanungo, R.N. and Menon, S.T. (2000). “Charismatic leadership and follower effects”, *Journal of Organizational Behavior*, 21(7), 747-767. <https://org/10.1002/1099-1379>
- Cook, E. R. (2013). Social Exchange Theory. *Hand Book of Social Psychology*, 3 (1), 53-76. <https://www.researchgate.net/profile/Karen-Cook->

12/publication/227109881_Social_Exchange_Theory/links/0deec51e95c0ff0d3c000000/Social-Exchange-Theory.pdf

- Craighead, C.W., Ketchen, D.J., Dunn, K.S. and Hult, G.T.M. (2011). “Addressing common method variance: guidelines for survey research on information technology, operations, and supply chain management”, *IEEE Transactions on Engineering Management*, 578-588. <https://10.1109/TEM.2011.2136437>
- Cummings, J.N. (2004), “Work groups, structural diversity, and knowledge sharing in a Global Organization”, *Management Science*, 50(3), 352-364. <https://doi.org/10.1287/mnsc.1030.0134>
- Darroch, J. (2005). “Knowledge management, innovation and firm performance”, *Journal of Knowledge Management*, 9(3), 101-115. <https://org/10.1108/13673270510602809>
- Darroch, J. and McNaughton, R. (2002). “Examining the link between knowledge management practices and types of innovation”, *Journal of Intellectual Capital*, 3(3), 210-222. <https://org/10.1108/14691930210435570>
- Davenport, T.H. and Prusak, L. (1998), *Working Knowledge*, Harvard Business School Press, Boston, MA. [https://www.scirp.org/\(S\(i43dyn45teexjx455qlt3d2q\)\)/reference/ReferencesPapers.aspx?ReferenceID=1733382](https://www.scirp.org/(S(i43dyn45teexjx455qlt3d2q))/reference/ReferencesPapers.aspx?ReferenceID=1733382)
- Davidson, P. and Honig, B. (2003). “The role of social and human Capital among nascent entrepreneurs”, *Journal of Business Venturing*, 18(3), 301-331. [https://org/10.1016/S0883-9026\(02\)00097-6](https://org/10.1016/S0883-9026(02)00097-6)
- Del Giudice, M. and Della Peruta, M.R. (2016), “The impact of IT-based knowledge management systems on internal venturing and innovation: a structural equation modeling approach to corporate performance”, *Journal of Knowledge Management*, 20(3), 484-498. <https://10.1108/JKM-07-2015-0257>
- Del Giudice, M., Della Peruta, M.R. and Maggioni, V. (2015). “A model for the diffusion of knowledge sharing technologies inside private transport companies”, *Journal of Knowledge Management*, 19(3), 611-625. <https://10.1108/JKM-02-2015-0047>
- Dhanaraj, C., Lyles, M.A., Steensma, H.K. and Tihanyi, L. (2004). “Managing tacit and explicit knowledge transfer in IJVs: the role of relational embeddedness and the impact on performance”, *Journal of International Business Studies*, 35(5), 428-442. <https://10.1057/palgrave.jibs.8400098>
- Donoso, L. M., Garrosa, E., Moreno-Jiménez, B., de Almeida, E. C., Villela-Bueno, S. M. (2017). Social job resources as sources of meaningfulness and its effects on nurses’ vigor and emotional exhaustion: A cross-sectional study among Spanish nurses. *Current Psychology*, 36(4), 755–763. <https://doi.org/10.1007/s12144-016-9463-x>
- Doran, D.H. (2004). “XP: Help or hindrance to knowledge management?”, in Eckstein, J. and Baumeister, **215-218**. https://10.1007/978-3-540-24853-8_26

- Ellison, N.B., Steinfield, C. and Lampe, C. (2007), “The benefits of facebook ‘friends:’ social Capital and college students’ use of online social network sites”, *Journal of Computer-Mediated Communication*, 12(4), 1143-1168. <https://doi.org/10.1111/j.1083-6101.2007.00367.x>
- Erden, Z., Krogh, G.V. and Nonaka, I. (2008), “The quality of group tacit knowledge”, *The Journal of Strategic Information Systems*, 17(1), 4-18. <https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.1090.5751&rep=rep1&type=pdf>
- Farsi, A. R. (2013). *Social Capital and Organizational Innovation: The Mediating Effect of Entrepreneurial Orientation*. *Journal of Community Positive Practices* , 13 (2), 22-40. <https://10.2139/ssrn.2490385>
- Farrell, A.M. (2010). “Insufficient discriminant validity: a comment on bove, pervan, beatty, and shiu”, *Journal of Business Research*, 63(3), 324-327. <https://doi.org/10.1016/j.jbusres.2009.05.003>
- Felício, J. A., Couto, E., Caiado, J. (2014). Human capital, social capital and organizational performance. *Management Decision*, 52(2), 350–364. <https://doi.org/10.1108/MD-04-2013-0260>
- Fernando Rosalina Da Silva Meireles, J. M. (2020). Stake Holders Relationships as a Microfoundation for Open Innovation. Retrieved from <https://doi.org/10.5465/AMBPP.2019.15074>
- Flap, H. and Boxman, E. (2001), “Getting started: the influence of social Capital on the start of the occupational career”, *Social Capital: Theory and Research*, 159-181. <https://10.4324/9781315129457-7>
- Fleck, J. (1996). Informal information flow and the nature of expertise in "Financial services. *International Journal of Technology Management* , 11, 104-128. <https://www.inderscienceonline.com/doi/abs/10.1504/IJTM.1996.025420>
- Foos, T., Schum, G. and Rothenburg, S. (2006), “Tacit knowledge transfer and the knowledge disconnect”, *Journal of Knowledge Management*, 10(1), 6-18. <https://10.1108/13673270610650067>
- Fornell, C. and Larcker, D.F. (1981), “Structural equation models with unobservable variables and measurement error: algebra and statistics”, *Journal of Marketing Research*, 18(3), 382-388. <https://org/10.1177/002224378101800313>
- Fredrickson, B. L., Losada, M. F. (2005). Positive affect and the complex dynamics of human flourishing. *American Psychologist*, 60(7), 678–686. <https://doi.org/10.1037/0003-066X.60.7.678>
- Fritz, C., Lam, C. F., Spreitzer, G. M. (2011). It’s the little things that matter: An examination of knowledge workers’ energy management. *Academy of Management Perspectives*, 25(3), 28–39. <https://doi.org/10.5465/amp.25.3.zol28>

- Gambetta. (1988). Trust. Making and Breaking Cooperative Relations. *The Economic Journal*, 99 (394), 201–203. <https://doi.org/10.2307/2234217>
- Ganguly, A., Mostashari, A. and Mansouri, M. (2013), “Measuring knowledge management/knowledge sharing (KM/KS) efficiency and effectiveness in enterprise networks”, in *Dynamic Models for Knowledge- Driven Organizations*, IGI Global Publishing, Pennsylvania, 318-336. <https://10.4018/978-1-4666-2485-6.ch019>
- Ganguly, A., Talukdar, A., Chatterjee, D. (2019). Evaluating the role of social capital, tacit knowledge sharing, knowledge quality and reciprocity in determining innovation capability of an organization. *Journal of Knowledge Management*, 23(6), 1105–1135. <https://org/10.1108/jkm-03-2018-0190>
- Gao, R., Murphy, W. H., Anderson, R. E. (2020). Transformational leadership effects on salespeople’s attitudes, striving, and performance. *Journal of Business Research*, 110, 237–245. <https://org/10.1016/j.jbusres.2020.01.023>
- Ghobadi, S. and D’Ambra, J. (2012). “Knowledge sharing in cross-functional teams: a coopetitive model”, *Journal of Knowledge Management*, 16(2), 285-301. <https://org/10.1108/13673271211218889>
- Göksel, A., Aydıntan, B. (2017). How can tacit knowledge be shared more in organizations? A multidimensional approach to the role of social capital and locus of control. *Knowledge Management Research & Practice*, 15(1), 34–44. <https://org/10.1057/kmrp.2015.22>
- Grant, R. M. (1996). Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17(S2), 109–122. <https://org/10.1002/smj.4250171110>
- Granovetter, M. (1983), “The strength of weak ties: a network theory revisited”, *Sociological Theory*, 1, 201-233.: <https://org/10.2307/202051>
- Granovetter, M. (1992), “Problems of explanation in economic sociology”, *Networks and Organizations: Structure, Form, and Action*, 25-56. <https://scholar.google.com/citations?user=OIKVqZ8AAAAJ&hl=en>
- Haas, M.R. and Hansen, M.T. (2007), “Different knowledge, different benefits: toward a productivity perspective on knowledge sharing in organizations”, *Strategic Management Journal*, 28(11), 1133-1153. <https://doi.org/10.1002/smj.631>
- Hair, J.F., Ringle, C.M. and Sarstedt, M. (2011), “PLS-SEM: indeed a silver bullet”, *Journal of Marketing Theory and Practice*, 19(2), 139-152. <https://org/10.2753/MTP1069-6679190202>
- Hair, Jr., J.F., Sarstedt, M., Matthews, L.M. and Ringle, C.M. (2016), "Identifying and treating unobserved heterogeneity with FIMIX-PLS: part I – method", *European Business Review*, Vol. 28 No. 1, pp. 63-76. <https://doi.org/10.1108/EBR-09-2015-0094>

- Hair, J. F., Hult, G. T. M., Ringle, C. M., and Sarstedt, M. (2017). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)., 2nd Ed., Thousand Oakes, CA: Sage. <https://doi.org/10.1080/1743727X.2015.1005806>
- Henseler, J., Ringle, C. M., and Sarstedt, M. (2015). A New Criterion for Assessing Discriminant Validity in Variance-based Structural Equation Modeling., *Journal of the Academy of Marketing Science*, 43(1): 115-135. <https://link.springer.com/article/10.1007%252Fs11747-014-0403-8>
- Hair, J.F., Risher, J.J., Sarstedt, M. and Ringle, C.M. (2019), "When to use and how to report the results of PLS-SEM", *European Business Review*, Vol. 31 No. 1, pp. 2-24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hadjimichael, D., Tsoukas, H. (2019). Toward a better understanding of tacit knowledge in organizations: Taking stock and moving forward. *Academy of Management Annals*, 13(2), 672–703. <https://doi.org/10.5465/annals.2017.0084>
- Han, B.M. and Anantatmula, V.S. (2007). “Knowledge sharing in large IT organizations: a case study”, *Vine*, 37, 4, 421-439. <https://org/10.1108/03055720710838506>
- Hansen, M.T. (1999). “The search-transfer problem: the role of weak ties in sharing knowledge across organization subunits”, *Administrative Science Quarterly*, 44(1), 82-111. <https://org/10.2307/2667032>
- Hau, L.N. and Evangelista, F. (2007), “Acquiring tacit and explicit marketing knowledge from foreign partners in IJVs”, *Journal of Business Research*, 60(11), 1152-1165. <https://org/10.1016/j.jbusres.2007.04.006>
- Hau, Y.S., Kim, B., Lee, H. and Kim, Y.G. (2013), “The effects of individual motivations and social Capital on employees’ tacit and explicit knowledge sharing intentions”, *International Journal of Information Management*, 33(2), 356-366. <https://org/10.1016/j.ijinfomgt.2012.10.009>
- Heaphy, E. D., Dutton, J. E. (2008). Positive social interactions and the human body at work: Linking organizations and physiology. *The Academy of Management Review*, 33(1), 137–162. <https://doi.org/10.5465/amr.2008.27749365>
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, Vol 44(3), 513–524. <https://org/10.1037/0003-066x.44.3.513>
- Hofstede, G. (1991), *Cultures and Organizations: software of the Mind*, McGrawHill, London. <https://www.worldcat.org/title/cultures-and-organizations-software-of-the-mind/oclc/23015181>
- Hooff, B. and Huysman, M. (2009), “Managing knowledge sharing: emergent and engineering approaches”, *Information and Management*, 46(1), 1-8.
- Holste, J.S. and Fields, D. (2010), “Trust and tacit knowledge sharing and use”, *Journal of Knowledge Management*, 14, 1, 128-140. <https://10.1108/13673271011015615>

- Houser-Marko, K. M. (2001). Self Concordance, Goal attainment, and the pursuit of Happiness: Can there be an Upward Spiral? *Journal of personality and Social psychology* . , 80 (4), 152-165. <https://doi.org/10.1037/0022-3514.80.1.152>
- Huang, Q., Davison, R. M., Gu, J. (2011). The impact of trust, guanxi orientation and face on the intention of Chinese employees and managers to engage in peer-to-peer tacit and explicit knowledge sharing. *Information Systems Journal*, 21(6), 557–577. <https://doi.org/10.1111/j.1365-2575.2010.00361.x>
- Imron, A., Munawaroh, U.I., Masriah,. (2021). Effect of organizational culture on innovation capability employees in the knowledge sharing perspective: Evidence from digital industries, *Annals of R.S.C.B*, 25(2), 4189-4203. <https://annalsofrscb.ro>
- Inkpen, A.C. and Tsang, E.W.K. (2005), “Social Capital, networks, and knowledge transfer”, *The Academy of Management Review*, 30(1), 146-165. <https://org/10.5465/amr.2005.15281445>
- Inkow, M. (2012). Organizational innovation capability as a result of knowledge management process: A literature review, 146-153. <https://doi.org/10.2478/manment-2019-0040>
- Isen, A. M., Daubman, K. (1984). The influence of affect on categorization. *Journal of Personality & Social Psychology*, 47(6), 1206–1217. <https://doi.org/10.1037/0022-3514.47.6.1206>
- Jandaghi, G. (2011). The Impact of Organizational Trust on Innovativeness at the Tehran Oil Refinery Company. *African Journal of Business Management*, 5 (7), 2660-2667. <https://10.5897/AJBM10.905>
- Jensen, J. H., Flachs, E. M., Skakon, J., Rod, N. H., Bonde, J. P. (2019). Longitudinal associations between organizational change, work-unit social capital, and employee exit from the work unit among public healthcare workers: A mediation analysis. *Scandinavian Journal of Work, Environment & Health*, (1), 53–62. <https://doi.org/10.5271/sjweh.3766>
- Jianguo Yao, A. C. (2020). Knowledge Sharing and Technological Innovation Capabilities of Chinese Software SMEs. *Journal of Knowledge Management* , 24 (3), 607-634.
- Kale, P. Singh H. PerlMutter, (2000). Learning and protection of Proprietary assets in strategic alliances: Building relational capital. *Strategic Management Journal*, 21, 217-235.
- Ka" ser, P.A. and Miles, R.E. (2002), “Understanding knowledge activists’ successes and failures”, *Long Range Planning*, 35(1), 9-28.
- Kachra, A. (2002), “Reciprocity and knowledge transfer: the role of social and economic factors”, Dissertation, University of Western Ontario, London, Ontario.
- Kane, A.A., Argote, L. and Levine, J.M. (2005), “Knowledge transfer between groups via personnel rotation: effects of social identity and knowledge quality”, *Organizational Behavior and Human Decision Processes*, 96(1), 56-71. <https://10.1016/j.obhdp.2004.09.002f>

- Kang, S.-C., Morris, S.S. and Snell, S.A. (2007), “Relational archetypes, organizational learning and value creation: extending the human resource architecture”, *Academy of Management Review*, 32(1), 236-256. <https://org/10.2307/20159290>
- Kawachi, I., Subramanian, S.V. and Kim, D. (2008), “Social Capital and health”, In *Social Capital and Health*, Springer, New York, NY. https://10.1007/978-0-387-71311-3_1
- King, W.R. (2006), “Knowledge sharing”, In *The Encyclopedia of Knowledge Management* (SCHWARTZ DG, Ed), Idea Publishing, London, 493-498.
- Kikuchi, M., Coleman, C.-L. (2012). Explicating and measuring social relationships in social capital research. *Communication Theory*, 22(2), 187–203. <https://doi.org/10.1111/j.1468-2885.2012.01401.x>
- Kline, R. (2005). *Principles and practices of structural equation modeling* (2nd ed.). New York: Guilford Press.
- Kock, N. (2015) “Common method bias in PLS-SEM: a full collinearity assessment approach”, *International Journal of e-Collaboration*, 11(4), 1-10. <https://10.4018/ijec.2015100101>
- Kogut, B. and Zander, U. (1996). “What firms do? Coordination, identity, and learning”, *Organization Science*, 7(5), 502-518. <https://www.jstor.org/stable/2635287>
- Koka, B.R. and Prescott, J.E. (2002), “Strategic alliances as social capital: a multidimensional view”, *Strategic Management Journal*, 23(9), 795-816. <https://10.1002/smj.252>
- Koskinen, K. U., Vanharanta, H. (2002). The role of tacit knowledge in innovation processes of small technology companies. *International Journal of Production Economics*, 80(1), 57–64. [https://org/10.1016/S0925-5273\(02\)00243-8](https://org/10.1016/S0925-5273(02)00243-8)
- Kruse, P. and Geibler, P. (2012), “Benefiting from external knowledge in open innovation processes”, *International Journal of Knowledge and Systems Science (Science)*, 3(4), 16-27. <https://10.4018/jkss.2012100102>
- Kucharska, W. (2021), Tacit Knowledge Awareness and Sharing as a Focal Part of Knowledge Production. Polish-US View on IT, Healthcare, and Construction Industry. *Advances in Manufacturing, Production Management and Process Control*, 159-167. https://10.1007/978-3-030-80462-6_20
- Landry, R., Amara, N. and Lamari, M. (2002), “Does social Capital determine innovation?”, *Technological Forecasting and Social Change*, 69(7), 681-701. [https://10.1016/S0040-1625\(01\)00170-6](https://10.1016/S0040-1625(01)00170-6)
- Leana, C.R. and Van Buren, H.J. (1999), “Organizational social Capital and employment practices”, *Academy of Management Review*, 24(3), 538-555. <https://10.2307/259141>
- Leana, C.R. and Pil, F.K. (2006). Social Capital and organizational performance: Evidence from Urban Public Schools. *Organization Science*, 17(3), 681-701.
- Lee, S., Kim, S. L., Yun, S. (2018). A moderated mediation model of the relationship between abusive supervision and knowledge sharing. *The Leadership Quarterly*, 29(3), 403–413. <https://doi.org/10.1016/j.leaqua.2017.09.001>

- Lee, J.H., Kim, Y.G. and Kim, M.Y. (2006), "Effects of managerial drivers and climate maturity on knowledge-management performance: empirical validation", *Information Resources Management Journal (Journal)*, 19(3), 48-60. <https://10.4018/irmj.2006070104>
- Levin, D.Z. and Cross, R. (2004), "The strength of weak ties you can trust: the mediating role of trust in effective knowledge transfer", *Management Science*, 50 (11), 1477-1490. <https://www.jstor.org/stable/30047959>
- Liao, S. W. (2007). Knowledge Sharing, Absorptive Capacity and Innovation Capability: An empirical study of Taiwanese Knowledge Intensive Industry. *Journal of Information Science* . , 33 (3), 340-359. <https://10.1177/0165551506070739>
- Li, C. and Hsieh, C. (2009), "The impact of knowledge stickiness on knowledge transfer implementation, internalization, and satisfaction for multinational corporations", *International Journal of Information Management*, 29(6), 425-435. <https://org/10.1016/j.ijinfomgt.2009.06.004>
- Lin, C.-P. (2007). To share or not to share: Modeling tacit knowledge sharing, its mediators and antecedents. *Journal of Business Ethics*, 70(4), 411–428. <https://org/10.1007/s10551-006-9119-0>
- Liu, Y., Phillips, J. S. (2011). Examining the antecedents of knowledge sharing in facilitating team innovativeness from a multilevel perspective. *International Journal of Information Management*, 31(1), 44–52. <https://org/10.1016/j.ijinfomgt.2010.05.002>
- Lin, H.F. (2007), "Knowledge sharing and firm innovation capability: an empirical study", *International Journal of Manpower*, 28 Nos 3/4, 315-332. <https://org/10.1108/01437720710755272>
- Lin, N. (2017), "Building a network theory of social Capital", In *Social Capital*, Routledge, Abingdon, 3-28. <https://faculty.washington.edu/matsueda/courses/590/Readings/Lin%20Network%20Theory%201999.pdf>
- Linton, J.D. (2000), "The role of relationships and reciprocity in the implementation of process innovation", *Engineering Management Journal*, 12(3), 34-38. <https://doi.org/10.1080/10429247.2000.11415080>
- Liu, A.Q. and Besser, T. (2003), "Social capital and participation in community improvement activities by elderly residents in small towns and rural communities", *Rural Sociology*, 68(3), 343-365. <https://org/10.1111/j.1549-0831.2003.tb00141.x>
- Mahmood, A., Tasmin, R., Saeed, B., & Saeed, A. (2020). Tacit Knowledge Sharing In Technology-Based Firms: Role of Organization Citizenship Behavior and Perceived Value of Knowledge. *International Journal of Scientific & Technology Research*, 9(I3), 5296-5302. https://www.researchgate.net/publication/340172555_Tacit_Knowledge_Sharing_In_Technology-

- Based_Firms_Role_Of_Organization_Citizenship_Behavior_And_Perceived_Value_Of_Knowledge
- Mahmood, e. a. (n.d.).Ayyaz Mahmood, T. R. (n.d.). (2020). Tacit Knowledge Sharing in Technological Based Firms:Role of Organization Citizenship Behavior And Perceived Value OF Knowledge. *Internal Journal of Science And Technology Research*, 9(3).
- Malhotra, N.K., Kim, S.S. and Patil, A. (2006), “Common method variance in is research: a comparison of alternative approaches and a reanalysis of past research”, *Management Science*, 52(12), 1865-1883. <https://org/10.1287/mnsc.1060.0597>
- Maqsood, T., Finegan, A.D. and Walker, D.H. (2004), “Biases and heuristics in judgmentand decision making: the dark side of tacit knowledge”, *Issues in Informing Science and Information Technology*, 1, 295-301.<https:// 10.28945/2739>
- Matloob, D. S. (2020). Effects of Reciprocity on Knowledge Sharing Behavior: The Mediating Role of Organizational Commitment. *International Applied Social Social Sciences Congress* , 47.
- Martinez-Conesa, I., Soto-Acosta, P. and Carayannis, E.G. (2017), “On the path towardsopen innovation: assessing the role of knowledge management capability and environmental dynamism in SMEs”, *Journal of Knowledge Management*, 21(3), 553-570. <https://10.1108/JKM-09-2016-0403>
- Mcauley, T., Tammen, V., (1989). The effect of subjective and objective competitive outcomes on intrinsic motivation. *Journal of sports and exercise psychology*, 11(1), 84-93.
- McFadyen, M.A. and Cannella, A.A. Jr, (2004), “Social Capital and knowledge creation: diminishing returns of the number and strength of exchange relationships”, *Academy of Management Journal*, 47(5), 735-746. <https://10.5465/20159615>
- McInerney, C. (2002). Knowledge management and the dynamic nature of knowledge. *Journal of the American Society for Information Science and Technology*, 53(12), 1009–1018. <https://doi.org/10.1002/asi.10109>
- Miles, J. A. (2012). *Management and Organization Theory*. Jossey Brass. <https://www.wiley.com/en-us/Management+and+Organization+Theory%3A+A+Jossey+Bass+Reader-p-9781118008959>
- Mlozi, O. P. (2017). Role of Reciprocity and Innovativeness on Performance in a Developing Context: Emperical Evidence from Africa. *African Journal of Science, Technology, Innovation and Development*, 10 (1), 69-84. <https://hdl.handle.net/10520/EJC-c70282f4d>
- Muafi, M. (2020). A nexus among strategic orientation, social network, knowledge sharing, organizational innovation, and MSMEs Performance. *Journal of Asian Finance, Economic and Business*, 7 (6), 327-338. <https://10.13106/jafeb.2020.vol7.no6.327>

- Mollering, G., Bachmann, R. and Hee Lee, S. (2004). Introduction: Understanding organizational trust foundations, constellations, and issues of operationalisations. *Journal of managerial psychology*, 19(6), 556-570.
- Nahapiet, J. and Ghoshal, S. (1998), “Social Capital, intellectual Capital, and the organizational advantage”, *Academy of Management Review*, 23(2), 242-266. <https://org/10.2307/259373>
- Nham, T. P., Nguyen, T. M., Tran, N. H., & Nguyen, H. A. (2020). Knowledge sharing and innovation capability at both individual and organizational levels: An empirical study from Vietnam's telecommunication companies. *Management & Marketing*, 15(2). <https://doi.org/10.2478/mmcks-2020-0017>
- Nonaka, I. (1994), “A dynamic theory of organizational knowledge creation”, *Organizational Science*, 5(1), 14-37. <https://www.jstor.org/stable/2635068>
- Nonaka, I. and Takeuchi, H. (1995), *The Knowledge-Creating Company*, Oxford University Press, New York, NY.
- Nonaka, I. and Toyama, R. (2003), “The knowledge-creating theory revisited: knowledge creation as a synthesizing process”, *Knowledge Management Research and Practice*, 1, 1, 2-10. http://10.1057/9781137552105_4
- Nonaka, I. and Von Krogh, G. (2009), “Perspective—tacit knowledge and knowledge conversion: controversy and advancement in organizational knowledge creation theory”, *Organization Science*, 20(3), 635-652. <http://doi.org/10.1287/orsc.1080.0412>
- Nooteboom, B. (1999b), “Innovation, learning and industrial organization”, *Cambridge Journal of Economics*, 23, 2, 127-150. <https://doi.org/10.1093/cje/23.2.127>
- Osterloh, M., Frey, B. S. (2000). Motivation, knowledge transfer, and organizational forms. *Organization Science*, 11(5), 538–550. <https://doi.org/10.2139/ssrn.230010>
- Oh, H., Chung, M.-H., Labianca, G. (2004). Group social capital and group effectiveness: The role of informal socializing ties. *Academy of Management Journal*, 47(6), 860–875. <https://doi.org/10.5465/20159627>
- Ordóñez de Pablos, P. (2004). Measuring and reporting structural capital. *Journal of Intellectual Capital*, 5(4), 629–647. <https://doi.org/10.1108/14691930410567059>
- Peterson, E. T. (1994). *The theory of the growth of the firm*. New York: John Wiley.
- Peet, M. (2012). Leadership transitions, tacit knowledge sharing and organizational generativity. *Journal of Knowledge Management*, 16(45), 60. <http://dx.org/10.1108/13673271211198936>.
- Podrug, N., Filipovic, D. and Kovac, M. (2017), “Knowledge sharing and firm innovation capability in Croatian ICT companies”, *International Journal of Manpower*, 38, 4, available at: <https://org/10.1108/IJM-04-2016-0077>

- Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y. and Podsakoff, N.P. (2003), "Common method biases in behavioral research: a critical review of the literature and recommended remedies", *Journal of Applied Psychology*, 88(5), 879-903. <https://doi.org/10.1037/0021-9010.88.5.879>
- Popa, S., Soto-Acosta, P. and Martinez-Conesa, I. (2017), "Antecedents, moderators, and outcomes of innovation climate and open innovation: an empirical study in SMEs", *Technological Forecasting and Social Change*, 118, 134-142. <https://doi.org/10.1016/j.techfore.2017.02.014>
- Putnam, R. D., Leonardi, R., Nanetti, R. Y. (1994). *Making democracy work: Civic traditions in modern Italy*. Princeton University Press
- Rajapathirana, R. a. (2018). Relationship between innovation capability, innovation type and firm performance. *Journal of innovative and knowledge* , 3, 44-55.
- Reagans, R. and McEvily, B. (2003), "Network structure and knowledge transfer: the effects of cohesion and range", *Administrative Science Quarterly*, 48(2), 240-267. <https://doi.org/10.2307/3556658>
- Rhodes, J., Hung, R., Lok, P., Ya-Hui Lien, B. and Wu, C. (2008), "Factors influencing organizational knowledge transfer: implication for corporate performance", *Journal of Knowledge Management*, Vol. 12 No. 3, pp. 84-100. <https://doi.org/10.1108/13673270810875886>
- Richards, D. (2001), "Reciprocity and shared knowledge structures in the prisoner's dilemma game", *Journal of Conflict Resolution*, 45(5), 621-635. <https://doi.org/10.1177/0022002701045005004>
- Rogers, E.M. (2003), *Diffusion of Innovations*, 5th Edition, Free Press, New York, NY.
- Rudiger, M. and Vanini, S. (1998), "Das tacit knowledge-Phänomen und seine Implikationen für das Innovationsmanagement", *Betriebswirtschaft-Stuttgart*, 58, 467-480.
- Rusu, A. B. (2015). Organizational Trust Between Institutional and Interpersonal Trust. *De Gruyter Open* , 2 (40), 55-60.
- Russell Cropanzano, E. L. (2017). Social Exchange Theory: A Critical Review With Theoretical Remedies. *Academy of Management Annals* , 11 (1), 1-38. <https://doi.org/10.5465/annals.2015.0099>
- Sandhu, V. S. (2010). Organisational Culture's influence on tacit knowledge sharing behaviour. *Journal of Knowledge Management* , 15 (3), 462-477
- Sanz-Vergel, A. I., Demerouti, E., Bakker, A. B., Moreno-Jiménez, B. (2011). Daily detachment from work and home: The moderating effect of role salience. *Human Relations*, 64(6), 775-799. <https://doi.org/10.1177/0018726710393368>

- Serenko, A. and Bontis, N. (2016), “Negotiate, reciprocate, or cooperate? The impact of exchange modes on inter-employee knowledge sharing”, *Journal of Knowledge Management*, 20(4), 687-712. <https://doi.org/10.1108/JKM-10-2015-0394>
- Shao, Z., Feng, Y., Wang, T. (2016). Charismatic leadership and tacit knowledge sharing in the context of enterprise systems learning: The mediating effect of psychological safety climate and intrinsic motivation. *Behaviour & Information Technology*, 36(2), 194–208. <https://org/10.1080/0144929x.2016.1221461>
- Sheldon, A. J. (1999). Goal Striving, Need Satisfaction, and Longitudinal Well-Being: The Self-Concordance Model. *Journal of Personality and Social Psychology*, 76(3), 482-497.
- Sheldon, K.M, Elliot, A. J, Ryan, R.M., Chirkov., et al., (2004). Self-Concordance and subjective well being in four cultures. *Journal of cross cultural psychology*, 35209-225.
- Shirom, A., Melamed, S. (2006). A comparison of the construct validity of two burnout measures in two groups of professionals. *International Journal of Stress Management*, 13(2), 176–200. <https://org/10.1037/1072-5245.13.2.176>
- Shirom, A. (2007). Explaining vigor: On the antecedents and consequences of vigor as a positive affect at work. In Nelson, D. L., Cooper, C. L. (Eds.), *Positive organizational behavior*, 86–100). Sage. <https://org/10.4135/9781446212752.n7>
- Shirom, A. (2011). Vigor as a positive affect at work: Conceptualizing vigor, its relations with related constructs, and its antecedents and consequences. *Review of General Psychology*, 15(1), 50–64. <https://org/10.1037/a0021853>
- Shraga, O., Shirom, A. (2009). The construct validity of vigor and its antecedents: A qualitative study. *Human Relations*, Vol 62(2), 271–291. <https://org/10.1177/0018726708100360>
- Smith PA, B. L. (2005). The Organizational Trust of Elementary Schools and Dimensions of Students Bullying. *Int. J.Educ. Manage* (19), 469-485. <https://doi.org/10.1108/09513540510617427>
- Sorenson, O., Rivkin, J.W. and Fleming, L. (2006), “Complexity, networks and knowledge flow”, *Research Policy*, 35(7), 994-1017. <https://10.1016/j.respol.2006.05.002>
- Soto-Acosta, P., Popa, S. and Palacios, M., D. (2015), “E-business, organizational innovation and firm performance in manufacturing SMEs: an empirical study in Spain”, *Technological and Economic Development of Economy*, 22(6), 885-904. <https://doi.org/10.3846/20294913.2015.1074126>
- Soto-Acosta, P., Popa, S. and Palacios-Marque’s, D. (2017), “Social web knowledge sharing and innovation performance in knowledge-intensive manufacturing SMEs”, *The Journal of Technology Transfer*, 42(2), 425-440. <https://link.springer.com/article/10.1007%2Fs10961-016-9498-z>

- Spring, M. (2003), "Knowledge management in extended operations networks", *Journal of Knowledge Management*, 7(4), 29-37. <https://doi.org/10.1108/13673270310492921>
- Spreitzer, G., Sutcliffe, K., Dutton, J., Sonenshein, S., Grant, A. M. (2005). A socially embedded model of thriving at work. *Organization Science*, 16(5), 537–549. <https://doi.org/10.1287/orsc.1050.0153>
- Steinmo, E. R. (2018). The Inteplay of Cognitive and Relational Social Capital Dimensions in University-Industry Collaboration: Overcoming the Experience Barrier. *Research Policy* , 47. <https://doi.org/10.1016/j.respol.2018.07.004>
- Stehr, P., Rossmann, Kremer, J., Geppert (2021). Determinants of Physical Activity in Older Adults: Integrating Self-Concordance into the Theory of Planned Behavior, 18, 5759. <https://doi.org/10.3390/ijerph18115759>
- Subramaniam, M. and Youndt, M.A. (2005), "The influence of intellectual Capital on the types of innovative capabilities", *Academy of Management Journal*, 48(3), 450-463.
- Subramaniam, M. and Youndt, M.A. (2005), "The influence of intellectual Capital on the types of innovative capabilities", *Academy of Management Journal*, 48(3), 450-463.
- Syed, S. M. (2020). When Leader is Morally Corrupt: interplay of dispotic leadership and self-concordance on moral emotions and bullying behaviour. *Journal of Management Development*, 39 (7), 911-928. <https://doi.org/10.1108/jmd-05-2019-0183>
- Tamjidyamcholo, A., Baba, M.S.B., Tamjid, H. and Gholipour, R. (2013), "Information security–professional perceptions of knowledge-sharing intention under self-efficacy, trust, reciprocity, and shared-language", *Computers and Education*, 68, 223-232. <https://doi.org/10.1016/j.compedu.2013.05.010>
- Timothy A. Judge, J. E. (2005). Core Self-Evaluations and Job and Life Satisfaction: The Role of Self-Concordance and Goal Attainment. *Journal of Applied Psychology* , 90 (2), 257-268. <https://doi.org/10.1037/0021-9010.90.2.257>
- TitiAmayah, A. (2013), "Determinants of knowledge sharing in a public sector organization", *Journal of Knowledge Management*, Vol. 17 No. 3, pp. 454-471.
- Thomas, C. and Rose, J. (2010), "The relationship between reciprocity and the emotional and behavioural responses of staff", *Journal of Applied Research in Intellectual Disabilities*, 23(2), 167-178. <https://doi.org/10.1111/j.1468-3148.2009.00524.x>
- Torche, F. and Valenzuela, E. (2011), "Trust and reciprocity: a theoretical distinction of the sources of social Capital", *European Journal of Social Theory*, 14(2), 181-198. <https://doi.org/10.1177/1368431011403461>
- Tsai, W. and Ghoshal, S. (1998), "Social Capital and value creation: the role of intrafirm networks", *Academy of Management Journal*, 41(4), 464-476. <https://doi.org/10.2307/257085>
- Gotz, O. L.-G. (2010). Evaluation of structural Square Model Using the PLS approach. *In Hand Book Of Partial Least Square, En W.W.V, Esposito, V.EDS*, 691-711.

- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
- Smyth, A. P. (2020). Do mindful people set better goals. Investigating the relation between trait mindfulness, self-concordance, and goal progress. *Journal of Research in Personality*, 88. <https://10.31234/osf.io/vshgk>
- Uygur, U. (2013). Determinants of Causal Ambiguity and difficulty of knowledge transfer within the firm. *Journal of Management & Organization*, 19 (4), 742-755.
- VanWijk, R., Bosch, F.A.V.D., Volberda, H.W. and Heinhuis, S.M. (2005), Reciprocity of Knowledge Flows in Internal Network Forms of Organizing, Erasmus Research Institute of Management (ERIM), Rotterdam, Netherlands, p. 39.
- Vasin, S. M., Gamidullaeva, L. A., Wise, N., Korolev, K. Y. (2019). Knowledge exchange and the trust institution: A new look at the problem. *Journal of the Knowledge Economy*. Advance online publication. <https://org/10.1007/s13132-019-00588-2>
- Venkitachalam, P. B. (2012). Tacit Knowledge: Review and Possible Research Directions. *Journal of Knowledge Management*, 16 (2), 357-372. <https://10.1108/13673271211218915>
- Vincent M. Ribiere, D. (2005). The Role of Organizational Trust in Knowledge Management Tools and Technology Use and Success. *International Journal of Knowledge Management*, 1 (1), 67-85.
- Vineburgh, J. H. (2010). A study of organizational trust and related variables among faculty members at HBCUs. Retrieved from <https://ir.uiowa.edu/etd/614>
- Waheed, M. and Kaur, K. (2016), “Knowledge quality: a review and a revised conceptual model”, *Information Development*, 32(3), 271-284. <https://org/10.1177/0266666914539694>
- Wang, S. and Noe, R.A. (2010), “Knowledge sharing: a review and directions for future research”, *Human Resource Management Review*, 20(2), 115-131. <https://org/10.1016/j.hrmr.2009.10.001>
- Wang, Z. and Wang, N. (2012), “Knowledge sharing, innovation and firm performance”, *Expert Systems with Applications*, 39(10), 8899-8908. <https://org/10.1016/j.eswa.2012.02.017>
- Wasko, M.M. and Faraj, S. (2005), “Why should I share? Examining social Capital and knowledge contribution in electronic networks of practice”, *MIS Quarterly*, 29(1), 35-57. <https://org/10.2307/25148667A>
- Wipawayangkool, K., Teng, J. T. C. (2016). Assessing tacit knowledge and sharing intention: A knowledge internalization perspective. *Knowledge and Process Management*, 23(3), 194–206. <https://org/10.1002/kpm.1505>

- Wefald, A. J., Smith, M. R., Gopalan, N., Downey, R. G. (2017). Workplace vigor as a distinct positive organizational behavior construct. *Employee Responsibilities and Rights Journal*, 29(4), 197–220. <https://org/10.1007/s10672-017-9296-2>
- Wulff, G. and Ginman, M. (2004), “Explaining knowledge sharing in organizations through the dimensions of social Capital”, *Journal of Information Science*, 30(5), 448-458. <https://org/10.1177/0165551504046997>
- Welbourne, T. M., Andrews, S. B., Andrews, A. O. (2005). Back to basics: Learning about employee energy and motivation from running on my treadmill. *Human Resource Management*, 44(1), 55–66. <https://doi.org/10.1002/hrm.20040>
- Wu, W-p. & Leung, A. (2005), “Does a micro-macro link exist between managerial value of reciprocity, social Capital and firm performance? The case of SMEs in China”, *Asia Pacific Journal of Management*, 22(4), 445-463.
- Yang, S.-C., Farn, C.-K. (2009). Social capital, behavioral control, and tacit knowledge sharing—A multi-informant design. *International Journal of Information Management*, 29(3), 210–218. <https://doi.org/10.1016/j.ijinfomgt.2008.09.002>
- Yang Cai, Y. S. (2020). The effect of social capital on tacit knowledge sharing intentions: The mediating role of employee vigor. *Sage Open* , 10 (2), 1-13.
- Yoo, D.K. (2014), “Substructures of perceived knowledge quality and interactions with knowledge sharing and innovativeness: a sensemaking perspective”, *Journal of Knowledge Management*, 18(3), 523-537.
- Zhang, X., Liu, S., Chen, X. (2017). Social capital, motivations, and knowledge sharing intention in health Q&A communities. *Management Decision*, 55(7), 1536–1557. <https://org/10.1108/MD-10-2016-0739>
- Zhang, L., He, J. (2016). Critical factors affecting tacit-knowledge sharing within the integrated project team. *Journal of Management in Engineering*, 32(2), 04015045. [https://doi.org/10.1061/\(asce\)me.1943-5479.0000402](https://doi.org/10.1061/(asce)me.1943-5479.0000402)
- Zubielqui, G.C., Lindsay, N., Lindsay, W. and Jones, J. (2018), “Knowledge quality, innovation and firm performance: a study of knowledge transfer in SMEs”, *Small Business Economics*, 1-20. [10.1007/s11187-018-0046-0](https://doi.org/10.1007/s11187-018-0046-0)
- Zhining Wang a, N. W. (2012). <https://doi.org/10.1016/j.eswa.2012.02.017>.

QUESTIONNAIRE

Research Instrument: The Effect of Social Capital, Interpersonal trust, and Knowledge Reciprocity on Innovative Capability through Tacit Knowledge Sharing

Respected Sir / Madam,

I am a student of MSBA in NUML Islamabad. I am studying "The Effect of Social Capital, Organizational trust and Knowledge Reciprocity on Innovative Capability through Tacit Knowledge Sharing. The given information will be used for academic purpose by adhering to all confidential aspects.

Instructions

- Please tick the appropriate answer according to the scale given below.

a) Mention the age group?

1) Below 20 years 2) 21 – 30 years 3) 31 – 40 years 4) 41 – 51 years 5) 51 and above

b) Experience (No of years)

1	2	3	4	5
1-5	6-10	11-15	16-20	21 & above

1. Variables

	Structural Social Capital (Yongqiang Sun, Yulin Fang, 2012). Adapted from (Chao- Min Chiu, 2006).	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	Employees maintain close connections with some members of the organization	1	2	3	4	5
2	Employees spend a lot of time with some organizational members as interaction	1	2	3	4	5

3	Employees know few members in organizational social network	1	2	3	4	5
4	In the organization, employees frequently communicate with some members in organizational social network	1	2	3	4	5
	Relational Social Capital (Kale et al., 2000)	Completely disagree	Disagree	Neutral	Agree	Strongly Agree
1	In our organization, Employees share close intimacy with each other.	1	2	3	4	5
2	Employees' practice mutual respect with each other.	1	2	3	4	5
3	The trust level between employees is high at multiple levels.	1	2	3	4	5
4	The employees enjoy personal friendship relationship.	1	2	3	4	5
5	Give and take is important feature of employees to help each other.	1	2	3	4	5
	Cognitive Social Capital (adapted from (Carrie R. Leana, 2015))	Completely disagree	Disagree	Neutral	Agree	Strongly Agree
1	In our organization, employees have common ambitions and visions	1	2	3	4	5

2	Employees are enthusiastic to take on collective goals and missions of the organization	1	2	3	4	5
3	There is a commonality of purpose between the employees of my organizations.	1	2	3	4	5
4	Employees are committed to the organizational goals	1	2	3	4	5
5.	Employees considered themselves as partners.	1	2	3	4	5
6.	Every employee is agreed upon the organization vision.	1	2	3	4	5
	Organizational Trust (Möllering, Bachmann, R., & Lee, 2004)	Completely disagree	Disagree	Neutral	Agree	Strongly Agree
1	I believe that the company will consider the rights of each employee fairly.	1	2	3	4	5
2	I believe the chance for each employee given by the company is fair.	1	2	3	4	5
3	The company is sincere in its attempts to meet the employee's needs.	1	2	3	4	5
4	I feel quite confident that the form will always try to treat me fairly.	1	2	3	4	5
	Knowledge Reciprocity adapted from (Tamjidyamcholo, 2013)	Completely disagree	Disagree	Neutral	Agree	Strongly Agree

1	In my organization employees only share their new ideas only if other employees reciprocate.	1	2	3	4	5
2	Employees share knowledge on reciprocation basis when they are in need.	1	2	3	4	5
3	Employees share their knowledge they believe their queries will be answered in the future	1	2	3	4	5
4	Employees think knowledge sharing will enhance their friendship circle.	1	2	3	4	5
	Tacit Knowledge Sharing adopted from (Ganguly et al., (2019).	Completely disagree	Disagree	Neutral	Agree	Strongly Agree
1	In my organization every employee tries to find out others' ideas and thoughts.	1	2	3	4	5
2	Employees are not hesitant to repeat what other says for clarification.	1	2	3	4	5
3	It is mandatory for every employee to write a summary at the conclusion of every meeting.	1	2	3	4	5
4	All employees actively participate in discussions.	1	2	3	4	5
5.	All Employees discuss with each other what they have in mind to evaluate that the understanding of the concept is same.	1	2	3	4	5
6.	Employees share life or work experience during informal gatherings.	1	2	3	4	5

7.	Before start of any project the organization assures that each member knows each other well via formal and informal gatherings.	1	2	3	4	5
	Organizational Innovation Capability adapted from (Lin, 2007)	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	The organization regularly practices new ideas.	1	2	3	4	5
2	The organization looks for new method of doing work.	1	2	3	4	5
3	Creativity is an important feature of the organization.	1	2	3	4	5
4	The company works hard to introduce new products in the market.	1	2	3	4	5
5	Since last five years the company's launching of new product is increasing.	1	2	3	4	5
6	Innovation is considered a risky business in our organization.	1	2	3	4	5
	Self- Concordance (McAuley, 1989)	Completely disagree	Disagree	Neutral	Agree	Strongly Agree
1	I enjoy my job very much.	1	2	3	4	5
2	I am very good at my job.	1	2	3	4	5

3	I put a lot of effort while doing my job. Deleted due to low factor loading	1	2	3	4	5
4	It is very important for me to perform well.	1	2	3	4	5
5	I feel tense while doing my work. Deleted due to low factor loadings	1	2	3	4	5
6	I tried hard while performing my task.	1	2	3	4	5
7	Doing my job is fun,	1	2	3	4	5
8	My job is very interesting.	1	2	3	4	5
9	I am satisfied with my job performance.	1	2	3	4	5
10	I felt pressure while doing my work.	1	2	3	4	5
11	I perform my task anxiously.	1	2	3	4	5
12	I did not try hard while discharging my task.	1	2	3	4	5
13	While performing my task, I think about the level of enjoyment.	1	2	3	4	5
14	After doing my job for a while I feel competent.	1	2	3	4	5
15.	I feel relax while doing my work. Deleted due to low factor loadings	1	2	3	4	5
16	I am pretty skillful for my particular job. Deleted due to low factor loadings	1	2	3	4	5
17	My job did not hold my attention.	1	2	3	4	5

2. **Your Education levels?** (1) Graduate (2) Postgraduate degree (3) Higher.

- 3. Thank you for your time. Your cooperation will further help to incorporate these variables into the professional domain.**
