

Abstract of thesis entitled:

Knowledge Sharing at Work: Exploring the Role of Trust and its Antecedents

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Knowledge sharing is a process in which individuals exchange existing knowledge and create new knowledge together. Previous research has confirmed that trust enhances knowledge sharing. However, only few studies systematically examined the antecedents of trust and how these antecedents affect knowledge sharing. This study proposed a model based on social exchange theory to examine the antecedents of trust in knowledge sharing in the context of a project team. Six critical elements within a project team were measured: (a) environmental factors including project complexity and project urgency, (b) partner factors including partner liking and partner value similarity, and (c) interaction factors including communication frequency and communication reciprocity. It was hypothesized that all six antecedents will contribute to the development of affective trust, and in turn result in knowledge sharing behaviors. With a sample of 228 Hong Kong employees, the proposed model was evaluated with structural equation modeling. The final results showed that affective trust not only contributed to knowledge sharing, but also fully mediated the

relationship between liking and knowledge sharing, partially mediated the relationship between communication frequency and knowledge sharing, and partially mediated the relationship between communication reciprocity and knowledge sharing. The present study contributes to a more holistic understanding of relationship between trust and knowledge sharing by identifying antecedents to trust. The findings will raise the awareness of project managers on ways to promote knowledge sharing.

摘文

知識共享是一個個人互相交換現有的知識和共同創造新知識的過程，對組織競爭優勢有突出貢獻。根據研究指出，信任對於工作知識共享的行為，有著明顯的正向影響。然而，只有少數的研究能有系統地找出什麼因素能影響信任，從而推動知識共享的行為。本研究以社會交換理論為基礎，探討什麼因素能推動項目團隊之間的信任，並測定項目團隊中的六個關鍵要素：(一) 有關工作項目本身的環境因素，包括項目複雜性及逼切性，(二) 有關合作夥伴的因素，包括對項目組合作夥伴的好感度及價值觀相似性，及(三) 有關與合作夥伴的互動因素，包括與合作夥伴之間的通訊頻率及互惠，旨在深入探索和了解的信任的前因、能力及情感信任和知識共享的關係。本研究採取便利取樣的方式，對香港地區的二百二十八位僱員進行問卷調查，以取得其日常工作中與知識共享行為有關的資料；並以統計分析對所提出的研究架構進行驗證。研究結果表明，情感信任不僅能推動知識共享的行為，而且完全介導對項目組合作夥伴的好感度與知識共享之間的關係、部份介導與合作夥伴之間的通訊頻率與知識共享之間的關係、及部份介導與合作夥伴之間的通訊互惠與知識共享之間的關係。這結果強調情感信任的重要性，對公司促進知識共享的行為時有莫大裨益。