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Determinants of Knowledge Sharing and Their Impact on Sharing Behavior: A Structural Equation Modeling (SEM) Approach in the Sports Industry

محددات تقاسم المعرفة وأثرها في سلوك التقاسم: مقاربة نمذجة المعادلات البنيوية (SEM) في القطاع الرياضي

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Abstract:
This study examines the organisational determinants of knowledge-sharing behaviour within Moroccan sports federations. Using a quantitative approach, data from 212 employees and administrators were analysed through structural equation modelling (SEM). The findings reveal that organisational support has a significant positive effect on knowledge-sharing behaviour, while organisational culture, leadership, ICT, organisational structure, and rewards show no significant direct effects. The proposed model explains 34% of the variance in knowledge-sharing behaviour. These results emphasise the central role of organisational support in fostering voluntary knowledge exchange within sports organisations. The study contributes to the limited literature on knowledge sharing in the sports industry by providing empirical evidence from Moroccan sports federations and highlights the importance of strengthening organisational support, trust, and psychological safety

INTRODUCTION

Knowledge sharing has become a central capability for organizations operating in dynamic, resource-constrained, and knowledge-intensive environments. In the sports industry, where performance depends on the coordinated actions of administrators, technical staff, coaches, and governance bodies, the ability to circulate experience-based insights and actionable information is especially critical. Sports organizations increasingly face complex challenges, (professionalization, stakeholder pressures, digital transformation, and demands for transparency) that require effective internal learning and cross-functional collaboration. Yet, despite broad recognition of its strategic value, knowledge sharing remains uneven and difficult to sustain, particularly in settings where tacit know-how, informal networks, and institutional routines dominate day-to-day work.

Prior research conceptualizes knowledge sharing as a multifaceted behavior involving both the donation of knowledge (voluntarily providing expertise, ideas, and lessons learned) and the collection of knowledge (seeking and acquiring colleagues' know-how). These complementary practices are shaped by individual motivations and by organizational conditions that can reduce perceived risks and increase expected benefits. Social exchange theory provides a useful lens for understanding these behaviors, as it assumes that employees weigh the rewards and costs of exchanging valued resources. When organizational contexts signal support, fairness, and reciprocity, individuals are more likely to engage in discretionary behaviors such as knowledge sharing.

Although the literature has investigated numerous antecedents of knowledge sharing, evidence remains fragmented and often context-dependent—especially in the sports sector, which has historically received less attention than corporate or high-technology industries. Organizational support, culture, leadership, information and communication technologies (ICT), organizational structure, and reward systems are frequently proposed as key determinants; however, their relative importance and interplay can differ across institutional environments. This is particularly relevant for national sports federations, where governance complexity, volunteer–professional hybrids, and resource constraints may create unique barriers to sharing knowledge.

Against this backdrop, the present study examines the determinants of knowledge sharing behavior within Moroccan sports federations and evaluates how organizational conditions shape employees' willingness to share knowledge. Using survey data collected from federation employees and administrators and applying a structural equation modeling (SEM) approach, we test a conceptual model in which perceived organizational support, organizational culture, leadership, ICT, organizational structure, and rewards are hypothesized to influence knowledge sharing behavior. By focusing on an underexplored empirical context and by comparing multiple organizational predictors simultaneously, this study contributes to the knowledge management and sport management literature in three ways: (1) it provides sector-specific evidence on what drives knowledge sharing in sports governance organizations; (2) it clarifies the relative strength of commonly cited organizational determinants; and (3) it offers practical guidance for federation leaders seeking to foster more collaborative and knowledge-driven working environments.

Literature Review

Knowledge Sharing Behaviour: Conceptual Foundations

Knowledge sharing behaviour is a core organisational process where employees share organisationally-relevant information, ideas, suggestions and expertise among themselves (Ipe, 2003; Wang and Noe, 2010). The determinants of knowledge sharing have become key issues that both scholars and practitioners understand. Knowledge sharing refers to knowledge that is tacit, the experience-based, situational knowledge that is hard to codify and explicit, the formalised, easily documented knowledge (Gagne, 2009; Nonaka and Takeuchi, 1995). Moreover, the concept of knowledge sharing can be divided into two complementary practises: knowledge donating, when people share their intellectual capital with others, and knowledge collecting, when people ask their colleagues to learn about their experience (Van Den Hooff and De Ridder, 2004; Liu and Phillips, 2011). The social exchange theory offers a

baseline to explain the knowledge sharing behaviour because it assumes that social interactions are characterised by the exchange of resources in which people aim to maximise rewards and minimise costs (Hau et al., 2013; Wasko and Faraj, 2005). The explanatory power of social exchange theory in explaining knowledge sharing behaviour has been found to be true in all empirical studies (Seba et al., 2012). Employees feel their contributions are valued and treated fairly and in a supportive relationship, and they respond by sharing knowledge more (Akmal et al., 2022; Huang et al., 2011).

Organisational Support and Knowledge Sharing

Perceived organisational support has become an important predictor of knowledge sharing behaviour, and a significant body of empirical research suggests that there are strong positive relationships (Akmal et al., 2022; Chiang et al., 2011; Wang et al., 2023). Once employees are made to believe that their organisation gives them enough resources, appreciates their efforts, and cares about their well-being, they develop a feeling of duty to pay back by engaging in discretionary activities like sharing knowledge (Akmal et al., 2022; Mustofa et al., 2018). Organisational support is identified by meta-analytic studies as one of the strongest predictors of knowledge sharing, and the effect is usually stronger than most other organisational factors (Bani-Melhem et al., 2018; Martinez-Ferrero and Garcia-Meca, 2023).

The processes that mediate between organisational support and knowledge sharing have several channels. First, organisational support increases the emotional attachment of the affective commitment employees towards the organisation, which drives voluntary knowledge contribution (Akmal et al., 2022; Van Den Hooff and De Ridder, 2004). Second, the perceived support is associated with the creation of trust and psychological safety, which lessen the fears that employees might have about the dangers of sharing knowledge, including exploitation or a perceived lack of competence (Fong et al., 2018; Li et al., 2023). Third, organisational support is an indicator that the organisation appreciates knowledge sharing as a valid work activity that requires time and effort (Mustofa et al., 2018). These relationships are always reaffirmed by research in various industries, such as manufacturing, healthcare, and higher education (Chiang et al., 2011; Wasko and Faraj, 2005).

H1: Organisational Support positively impacts Knowledge Sharing

Organisational Culture and Knowledge Sharing

Another common determinant of knowledge sharing is organisational culture (Suppiah and Singh Sandhu, 2011; Yao et al., 2007). Using the competitive values paradigm, the studies identify the types of cultures: clan cultures, where collaboration and employee development are paramount; adhocracy cultures, where innovation and risk-taking are the primary priorities; market cultures, where competition and achievement are the key values; and hierarchy cultures, where control and stability are the key values (Suppiah and Singh Sandhu, 2011). Theoretical arguments indicate that the cultures of clan and adhocracy are supposed to support knowledge sharing through the establishment of supportive and collaborative environments, whereas market and hierarchy cultures are likely to create barriers due to competition or bureaucracy (Suppiah and Singh Sandhu, 2011). There is empirical evidence on the relationship between organisational culture and knowledge sharing, which is a complex picture. A number of studies show positive correlations between favourable organisational cultures and knowledge sharing behaviour (Yao et al., 2007). As an example,

the study of Indonesian organisations revealed that the organisational culture has a significant impact on knowledge sharing that mediates the relationship between culture and innovative work behaviour (Supriadi et al., 2024; Triani and Arief, 2024). On the same note, research conducted in various countries indicates that the culture of the clan encourages a knowledge-sharing attitude and behaviour, which in turn, boosts organisational performance (Suppiah & Singh Sandhu, 2011).

H2: Organisational Culture positively impacts Knowledge Sharing

Leadership and Knowledge Sharing

The topic of leadership has been widely studied as a predictor of knowledge sharing behaviour, and studies have been conducted on various leadership styles such as transformational, transactional, servant, ethical, and charismatic leadership (Renzl, 2008; Olatokun and Nwafor, 2012). Theoretically, transformational leadership with inspirational motivation, intellectual stimulation, individualised consideration, and idealised influence enables the exchange of knowledge by providing favourable climates, building trust, and promoting collective goal orientation (Dong et al., 2017; Srivastava et al., 2006; Tuan, 2024). Transformational leadership is found in meta-analytic and systematic reviews to be linked with knowledge sharing in diverse organisational environments (Renzl, 2008; Sensuse et al., 2020). These studies show that the influence of leadership on knowledge sharing is determined by the quality of interpersonal relationships, the moral character of leaders, and the degree to which leadership practices are consistent with the values and needs of employees (Jiang et al., 2021; Mingke et al., 2020; Wang et al., 2022). It is important to note that a couple of studies have discovered that leadership does not have a direct effect on knowledge sharing but works solely through the mediation of psychological and relationship processes (Lee et al., 2023; Xue et al., 2019), which implies the need to comprehend indirect pathways.

H3: Leadership positively impacts Knowledge Sharing

Information and Communication Technology and Knowledge Sharing

ICT has traditionally been viewed as a key infrastructure in knowledge sharing, especially in geographically distributed organisations and knowledge-intensive industries (Kim and Lee, 2006; Muhammed and Zaim, 2020; Nor Aziati and Aizzat, 2015). Theoretical arguments suggest that ICT helps in sharing knowledge by making communication cheaper, allowing quick exchange of information, and knowledge repositories, as well as linking people across organisational borders (Muhammed and Zaim, 2020; Nor Aziati and Aizzat, 2015; Zhao et al., 2021). Companies have made significant investments in ICT systems such as enterprise social media, knowledge management systems, collaborative systems, and communication tools, anticipating better knowledge sharing and organisational learning (Kim and Lee, 2006; Zhao et al., 2021). The success of ICT in knowledge sharing is highly reliant on the ability of technology to enable communication and interaction between people, as opposed to being an inanimate repository (Shams et al., 2021; Spagnoletti et al., 2021). Studies differentiate between ICT tools that facilitate synchronous communication and collaborative problem-solving (video conferencing and instant messaging) and tools that store and retrieve explicit knowledge most of the time (databases and document management systems) (Shams et al., 2021; Spagnoletti et al., 2021). The most valuable organisational knowledge, tacit knowledge, is a knowledge that needs a rich interaction between people to be shared, and it is possible

to share tacit knowledge more effectively using the ICT tools that facilitate dialogue than those that do not (Shams et al., 2021).

H4: Information and Communication Technology positively impacts Knowledge Sharing

Organisational Structure and Knowledge Sharing

Organisational structure in terms of centralisation, formalisation, hierarchy, and departmentalisation determines the pattern and flow of knowledge in organisations (Ahmady et al., 2016; Kim and Lee, 2006). Theoretical points of view indicate that decentralised and flexible systems promote knowledge sharing through horizontal communication, lessening bureaucracy, and employees having the power to act discretionarily (Kim and Lee, 2006). On the other hand, very centralised and formalised organisations can hinder knowledge sharing by establishing inflexible communication lines, restricting cross-functional communication, and prioritising formal authority over collaborative problem-solving (Ahmady et al., 2016). Empirical studies of the connection between organisational structure and knowledge sharing show some inconsistent and even counterintuitive results. Other studies also find negative correlations between centralisation and knowledge sharing, indicating that centralised decision-making authority suppresses voluntary knowledge exchange (Kim and Lee, 2006). Nevertheless, the other studies reveal that the structural variables are weakly or not significantly directly related to knowledge sharing behaviour (Ahmady et al., 2016; Kim and Lee, 2006). Such inconsistent results might be indicative of the intricacy of structural effects, which act in various ways, such as task interdependence, patterns of communication, and social networks (Islam et al., 2021).

H5: Organisational Structure positively impacts Knowledge Sharing

Rewards and Knowledge Sharing

Rewards systems, both extrinsic, i.e. monetary compensation and recognition, and intrinsic, i.e. personal satisfaction and professional growth, are significant organisational processes of motivating knowledge sharing (Ahmady et al., 2016; Lin, 2007; Olatokun and Nwafor, 2012; Skerlavaj et al., 2021). Expectancy theory-based theoretical frameworks imply that employees will be willing to share knowledge when they believe that such a behaviour will be noticed and rewarded (Lin, 2007). Organisations have adopted different reward systems such as individual performance bonuses, team rewards, recognition systems and career advancement opportunities based on contribution of knowledge (Lin, 2007; Olatokun and Nwafor, 2012). Nevertheless, empirical studies provide an ironic view of knowledge sharing reward. Although other studies show positive correlations between reward systems and knowledge sharing (Skerlavaj et al., 2021), many studies show weak, non-significant, or even negative correlations (Olatokun and Nwafor, 2012; Zhao et al., 2021). According to meta-analytic evidence, there is a great deal of heterogeneity in the effects of reward systems across studies, indicating that the effectiveness of reward systems is contingent upon the design features and contextual elements (Bani-Melhem et al., 2018; Martinez-Ferrero and Garcia-Meca, 2023). Critical research states that extrinsic rewards can also lead to a decrease in intrinsic motivation to share knowledge, especially when employees feel that the rewards are controlling or when sharing of knowledge is instrumentally motivated instead of being collaborative (Gagne, 2009; Lin, 2007).

H6: Rewards positively impact Knowledge Sharing

MATERIALS AND METHODS

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Participants

The research was aimed at employees and administrators of Moroccan sports federations. The survey was first able to get 224 responses. Questionnaires were filtered with a within-respondent standard deviation threshold of less than 0.20, a standard deviation typically considered a threshold of inattentive or straight-lined responses as part of the data-cleaning process. According to this process, 12 cases were left out, leaving a final sample of 212 workable responses. The last sample was a sample of 41 Moroccan sports federations, and this implied that the national sport system was well covered in terms of institutions. The respondents held various occupations in the field of professions and governance. The most numerous were the ones in technical leadership positions, such as national technical directors and national coaches (52.8%), then administrative staff (17.9%), federal members (9.9%), and arbitration management officials (9.4%). The smaller percentages were of federation directors, presidents, secretaries general, organisational managers and medical staff. The demographic profile also revealed that the sample was mainly male (77.8%), with 22.2% of the sample being female. The age was not gathered in terms of continuous years, but in categories. The highest age groups were 41 to 50 years (30.7%), 31 to 40 years (28.8%), 51 to 60 years (21.2%), and over 60 years (11.3%), 20 to 30 years (8.0%). Organisational tenure was also an indication of a relatively experienced sample: 28.8% worked in their federation between 6 and 10 years, 22.2% between 1 and 5 years, 19.8% between 11 and 15 years, 10.8% between 16 and 20 years, and 15.6% more than 21 years.

Procedure

The self-administered online questionnaire was used to collect data on the period between June and August 2025. Professional associations and sectoral networks were the means by which the Moroccan sports federations were contacted. The invitation email with the description of the study purpose and the link to the questionnaire was sent to the appropriate mailing lists and professional contacts. The involvement was voluntary and anonymous. Respondents were informed of the academic purpose of the study and requested to give informed consent before accessing the questionnaire. To enhance participation, two reminder emails were sent after the initial invitation at an interval of about two weeks.

Measures

The short forms of the scales that had been previously tested were context-adapted in the questionnaire. The measurement of all substantive items was done on a five-point Likert scale, where 1 = strongly disagree and 5 = strongly agree. Overall, the instrument had 26 substantive items allocated into seven latent constructs.

Four items were modified into organisational support, which was measured using Eisenberger et al. (1986) items. The organisational culture was measured by four items, which were modified to fit Suppiah and Sandhu (2011). Four items were used to measure leadership based on the Srivastava, Bartol, and Locke (2006) items. Three items based on a study by Cheah and Yusoff (2022) were used to measure ICT. Four items based on Ahmady, Mehrpour, and Nikooravesh (2016) were used to measure organisational structure. Three items were modified into rewards that were measured based on Lin (2007). There were four items based on Wang and Noe (2010) that measured knowledge sharing behaviour. The items measured the inclinations of the respondents to distribute expertise, experience, and practical work-related knowledge among fellow workers.

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Data Analysis

The data were analysed in R version 4.4.2. The analytical strategy followed a two-step structural equation modelling (SEM) procedure.

The method of analysis was a two-step structural equation modelling (SEM).

The measurement model was evaluated in the first step by confirmatory factor analysis (CFA) to test the suitability of the latent constructs. The assessment of reliability was done with the help of Cronbach's alpha and composite reliability, and construct validity was assessed with the help of conventional measures of convergent and discriminant validity. The second step involved estimation of the structural model to test the hypothesised direct effects of organisational support, organisational culture, leadership, ICT, organisational structure, and rewards on knowledge-sharing behaviour. The evaluation of the model was based on commonly used SEM fit measures, such as the chi-square to degrees of freedom (χ^2//df), comparative fit index (CFI), Tucker-Lewis index (TLI), root mean square error of approximation (RMSEA), and standardised root mean square residual (SRMR). The level of statistical significance was determined at $p < .05$.

INTERPRETATIVE PSYCHOLOGICAL ANALYSIS

The final sample comprises 212 respondents. No missing values were observed for the selected items (0 missing), ensuring a complete database for multivariate analyses.

The factorisation prerequisites are met: the overall KMO index = 0.88 (very good sample adequacy) and Bartlett's sphericity test is significant ($\chi^2(325) = 7769.19$; $p < 0.001$), confirming the relevance of a factorial structure.

Parallel analysis suggests a more parsimonious 3-factor solution; however, in accordance with the theoretical framework of the study, the 7-factor solution (KS, OS, OC, LEAD, ICT, STRUCT, REW) was retained for confirmatory analyses.

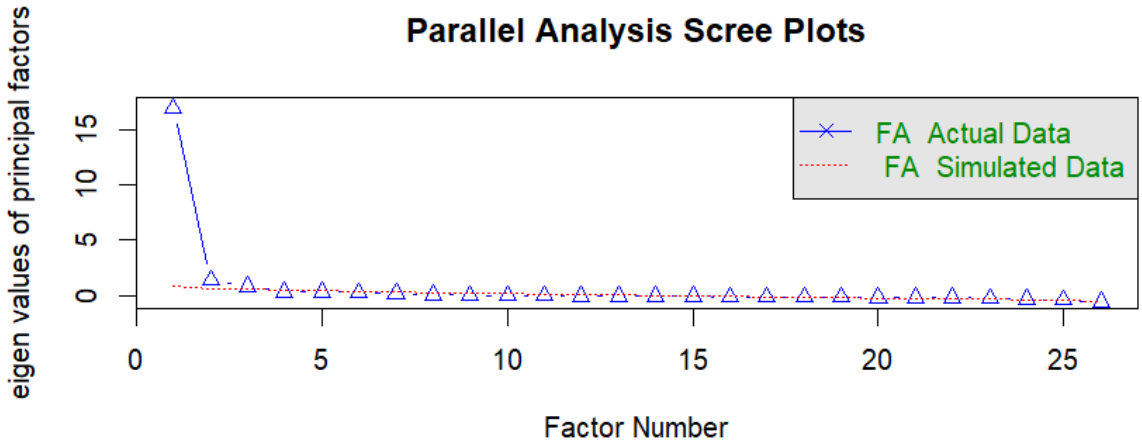


Figure 1: parallel analysis scree plot

The 7-factor EFA solution (oblimin rotation) presents a structure that is broadly consistent with the conceptual model. Most items display acceptable to high principal loadings. Two items appear more fragile: oc_1 (loading = 0.307) and structure_1 (loading = 0.429), while the rest of the items are mostly above 0.50. The cumulative variance explained by the 7-factor solution reaches a high level (82.97%), which supports a good capacity for representing latent constructs.

The 7-factor measurement model was estimated. The standardised factor loadings are all significant ($p < 0.001$) and range from 0.670 to 0.979, indicating good construct measurement quality. The overall fit indices are very satisfactory on the standard indices (CFI = 1.000; TLI = 1.000; RMSEA = 0.012; SRMR = 0.034). The robust/scaled indices are more demanding (robust CFI = 0.901; robust TLI = 0.884; robust RMSEA = 0.116), suggesting conceptual proximity between certain antecedents.

Internal reliability is excellent for all constructs:

Table 1: Measurement reliability and convergent validity

Construct	Cronbach's (\alpha)	CR	AVE
KS	0.804	0.853	0.594
OS	0.944	0.961	0.861
OC	0.928	0.947	0.816
LEAD	0.966	0.981	0.928
ICT	0.904	0.942	0.845
STRUCT	0.929	0.950	0.825
REW	0.931	0.949	0.862

All standard thresholds have been exceeded ($\alpha > 0.70$; CR > 0.70; AVE > 0.50), confirming the reliability and convergent validity of the measurement model.

The HTMT assessment shows generally acceptable values, with some borderline areas between conceptually similar constructs: OS–OC = 0.909 (slightly > 0.90); OC–LEAD = 0.906 (slightly > 0.90). The Fornell-Larcker matrix confirms an overall satisfactory discriminant validity, with a marginal overlap between OS and OC. These results indicate an overall correct distinction between constructs, but with a high degree of similarity between certain organisational dimensions.

Table 2. Pearson correlations among latent composite scores

Variable	1	2	3	4	5	6	7
1. KS	1.000						
2. OS	.573***	1.000					
3. OC	.468***	.845***	1.000				
4. LEAD	.453***	.830***	.852***	1.000			
5. ICT	.393***	.663***	.697***	.719***	1.000		
6. STRUCT	.463***	.760***	.785***	.811***	.770***	1.000	
7. REW	.417***	.770***	.791***	.826***	.706***	.771***	1.000

* p<.05, ** p<.01, *** p<.001.

The bivariate correlations are all positive and significant ($p < 0.001$). These results suggest that, in bivariate analysis, all antecedents are associated with knowledge sharing.

CMV

Harman's test (single factor) indicates an explained variance of 64.98%, which may signal a potential risk of common method bias if this test is considered in isolation. However, the CFA comparison shows that the one-factor model fits significantly less well (RMSEA = 0.152; SRMR = 0.082) than the theoretical 7-factor model (RMSEA = 0.012; SRMR = 0.034). Thus, the data do not support a single-factor explanation of the observed covariance, although caution in interpretation is still recommended.

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The PLS-SEM structural model shows an acceptable fit (SRMR = 0.0497) and explains a moderate proportion of the variance in the dependent variable (KS R^2 = 0.3408).

Table. Structural model and hypothesis testing

Hypothesis	Path	(\beta)	SE	t	p	95% CI	Decision
H1	OS -> KS	0.632	0.119	5.316	<.001	[0.417, 0.880]	Supported
H2	OC -> KS	-0.042	0.134	0.316	.752	[-0.304, 0.219]	Not supported
H3	LEAD -> KS	-0.105	0.139	0.752	.452	[-0.391, 0.152]	Not supported
H4	ICT -> KS	0.029	0.098	0.297	.766	[-0.165, 0.219]	Not supported
H5	STRUCT -> KS	0.137	0.114	1.194	.232	[-0.098, 0.361]	Not supported
H6	REW -> KS	-0.074	0.112	0.663	.507	[-0.285, 0.157]	Not supported

Hierarchical regression for control variables

Hierarchical regression showed that control variables (age, gender, etc) explain a small portion of the variance in knowledge sharing (adjusted R^2 = 0.016). The addition of theoretical antecedents (organisational support, organisational culture, leadership, ICT, organisational structure and rewards) significantly improves the model fit (adjusted R^2 = 0.295; adjusted ΔR^2 = 0.279; model comparison: $p < 0.001$). Multicollinearity remained at an acceptable level (maximum adjusted GVIF = 2.445). The intraclass correlation coefficient indicates limited inter-federation variance (ICC = 0.039), suggesting that most of the variance is at the individual level. Moderation analyses did not reveal any conditional effects of age, tenure or gender on the relationship between organisational support and knowledge sharing (all adjusted FDR p-values > 0.05), nor on any of the antecedent relationships and knowledge sharing (all adjusted FDR p-values > 0.05). Consequently, the control variables were retained as covariates rather than moderators.

Discussion

This research offers a fresh understanding of the organisational conditions under which knowledge-sharing behaviour is formed, with the results of a distinct and somewhat surprising trend. Out of the six predictors that were tested, only organisational support was found to be a statistically significant predictor of knowledge sharing, whereas the influence of organisational culture, leadership, ICT, organisational structure and rewards were not supported. The expected moderation of ICT also did not become significant. Although these findings to some extent conform to the existing literature, the complexity of knowledge sharing is emphasised, and it is possible to consider theoretical and contextual explanations. The high and very important organisational support influence is in line with the social exchange theory, which assumes that individuals who believe that their organisation significantly supports them will feel obligated to return to the organisation in terms of positive discretionary behaviours such as knowledge sharing (Eisenberger et al., 1986; Rhoades and Eisenberger, 2002). The outcome supports the larger empirical consensus view of organisational support as one of the most consistent and powerful facilitators of knowledge

sharing (Akmal et al., 2022; Kurtessis et al., 2017). In addition to direct reciprocity, organisational support can contribute to psychological safety, trust, and emotional commitment-elements that are essential to get people willing to share what they know (Fong et al., 2018; Li et al., 2023). Employees tend to believe that the perceived risks of knowledge disclosure will be mitigated as they will feel confident about the support in the visible and meaningful environment (Hau et al., 2013).

Conversely, the lack of any meaningful connection between organisational culture and knowledge sharing undermines much of the existing literature, which tends to assume that culture is a fundamental determinant of knowledge behaviours (Suppiah and Singh Sandhu, 2011; Yao et al., 2007). A potential source of this is the way culture was operationalised. Although numerous studies are dedicated to the particular aspect of organisational culture, such as trust or collaboration, general indicators of organisational culture might not reflect the specific norms and values that directly stimulate knowledge sharing. There is also a possibility that cultural impacts are not direct but indirect via mediators like trust, commitment, or organisational identification (Curado et al., 2019). The direct effect of leadership was also not significant, possibly because the contribution of leadership to knowledge sharing is now becoming less controversial. Leaders can also influence team climate, set norms, or create an alignment between organisational goals, although such processes are often mediated by other psychological processes, including empowerment, engagement, or a shared sense of purpose (Dong et al., 2017; Srivastava et al., 2006). In addition, not every leadership is created equal, and the research has always indicated that transformational leadership has more profound effects on knowledge sharing compared to transactional or passive ones, and it is unclear whether the leadership construct in this study reflected those nuances (Masa'deh et al., 2016). The non-significant impact of ICT might seem counterintuitive at first, particularly in the digital workplace, wherein technology is presumed to play a crucial role in information circulation. Nevertheless, the recent research points to the so-called technostress paradox: ICT can lead to increased accessibility and reach, yet it may overload users, make communication more difficult, and diminish interpersonal relationships (Cheah and Yusoff, 2022; Shu et al., 2024; Sun et al., 2022). Technology should not be regarded as merely the access to tools; it should be actively involved in meaningful social interaction to be considered effective in terms of knowledge sharing. When systems are felt to be cumbersome or impersonal, they can be counterproductive instead of supporting (Kim and Lee, 2006). Equally, the insignificance of the organisational structure indicates that formal structures may not be sufficient to determine whether employees share knowledge. Formal communication channels, decentralisation, or hierarchy are other structural characteristics that tend to interact with informal networks, team dynamics, and cross-functional collaboration in a complex manner (Ahmady et al., 2016; Islam et al., 2021). Perhaps, the sharing of knowledge is dependent on social proximity and relational capital rather than structural clarity or hierarchy of authority. The results that rewards are not a significant predictor of knowledge sharing are a part of a growing literature indicating that extrinsic incentives may occasionally backfire. Although it may appear easy to reward knowledge behaviours, the fact of the matter is that people tend to view knowledge as power and that sharing it to gain an external reward may be perceived as inauthentic or manipulative (Gagne, 2009; Lin, 2007). Rewards can even undermine intrinsic motivation in certain

situations or cause a sense of competition, which discourages openness (Lin, 2007). Incentive systems design and delivery are therefore critical in either facilitating or inhibiting the knowledge-sharing intentions.

Collectively, the trend in outcomes, a single significant predictor with multiple insignificant directions, reflects the heterogeneity of the larger literature. Numerous previous works have indicated that the factors of knowledge sharing differ significantly in terms of organisational environment, cultures, and measurement strategies (Bani-Melhem et al., 2018; Martinez-Ferrero and Garcia-Meca, 2023; Wang and Noe, 2010). Organisational support may just overwhelm other factors in the present sample, which could be representative of the dynamics of the public sector federations or resource-constrained settings. It can also serve as a lower-level or upper-level enabler, i.e. other drivers, such as leadership or culture, can only be salient when a certain level of support is established. The possibility of weak statistical power should be taken into account. Though the effects were not significant, the confidence intervals in most cases had both positive and negative values, indicating uncertainty instead of a confirmation of the null relationships (Bani-Melhem et al., 2018). In particular, small but non-insignificant effects can be missed, especially in models that have many predictors and controls. Further studies using bigger samples, longitudinal studies or more sophisticated measures can assist in refining these relationships and revealing the nuances of the real way in which knowledge sharing is formed in organisational life.

Theoretical and Practical Implications

The results indicate that the social exchange theory offers a strong explanatory model in explaining knowledge sharing, and organisational support is a key currency in the exchange relationship. Companies that aim at improving knowledge sharing must focus on showcasing practical support by allocating resources, recognition schemes, and receptive management behaviours. Nevertheless, the non-significant results of the various hypothesised predictors highlight the sophistication of knowledge sharing behaviour and the necessity of contextualised methods. Instead of using a one-size-fits-all approach to interventions, organisations are to perform a careful evaluation of their unique situations to determine the most applicable facilitators. In other contexts, it might be crucial to discuss cultural norms and leadership practises or technological infrastructure, although these aspects did not become a critical concern in this very study. The trend of findings also emphasises the significance of studying indirect effects and mediating processes. Numerous organisational conditions can mediate knowledge sharing using intermediate psychological states or social processes instead of direct ones. Further studies are needed on moderated mediation models that clarify when and how different organisational variables become knowledge-sharing behaviours.

Limitations and Future Research Directions

There are a few restrictions that must be noted when explaining these findings. The cross-sectional aspect of the data (assuming it is cross-sectional) does not allow causal inferences, and common method variance can affect the estimates of the effect sizes. The non-significant findings could be due to measurement constraints, lack of statistical strength or real contextual specificity and not universal non-effectiveness. The use of longitudinal designs in future research should be used to determine the temporal precedence and investigate the reciprocal relationships between organisational factors and knowledge sharing. Multi-level

analyses may help to explain the interplay between organisational-level factors and individual-level characteristics. Also, the research ought to examine the boundary conditions and moderating variables that define when certain organisational variables are more or less applicable in knowledge sharing, including the industry, cultural background, employee profile, or the level of technological advancement. Bayesian methods or equivalence testing should also be considered by researchers to more rigorously test null hypotheses and to draw a distinction between evidence of absence and absence of evidence. Lastly, qualitative studies might offer deep explanations of why some anticipated relationships do not occur within particular organisational settings, uncovering some neglected contingencies or other processes.

CONCLUSIONS

This paper proves that organisational support is a key factor in promoting the behaviour of knowledge sharing, and the effects of organisational culture, leadership, ICT, organisational structure, rewards, and their relationships are unclear in this situation. These results underline the fact that the role of knowledge sharing is determined by a complex interaction of organisational factors that can significantly differ in different situations. Companies must focus on creating conducive conditions as well as be keen on the particular configuration of forces applicable in their unique situations. The pattern of results, combined with the mixed results, highlights the need to proceed with research to chart the conditional and contextual limits of knowledge-sharing determinants, eventually coming up with more refined and practically useful theoretical frameworks.

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