

# THE IMPACT OF TRUST AND SOCIAL NETWORK ON EMPLOYEE KNOWLEDGE SHARING CAPABILITIES

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## ABSTRACT

This research is from a knowledge management domain. It looks into employees' knowledge sharing capabilities in selected private and public institutions in Kota Kinabalu, Sabah. The focused was on the impact of trust and social network on employee knowledge sharing capabilities. The questionnaires were distributed to 5 public and private institutions in Kota Kinabalu. For confidentiality issue, the name of the organization was not disclosed and to respect the request of the organizations. Statistical analysis was used to analyse 127 respondents. These analyses applied multiple regression analyses to test the relationships of the variables. It was argued that at the early development of the research, both variables had a positive relationship with the dependent variable. The result showed, trust and social network has a positive relationship among employees' knowledge sharing capabilities. The research implied that trust and social network should be considered by the management of the private and public sector to develop and improve the overall employee knowledge sharing capabilities in their organization. Therefore, policies or programs initiated by any organizations should reflect the usage of these two variables to ensure the proper effectiveness of the employees in sharing knowledge for the benefit of the organization in the short and long term.

**Keywords:** Management, knowledge sharing, knowledge Management, Trust, Social Network

## BACKGROUND

Sir Francis Bacon in his writing, *Meditationes Sacrae* (1597), stated *knowledge itself is power*". He stated that the foundation of knowledge is the acquisition and sharing of knowledge. Knowledge is indeed power, and how it is being used, gathered and shared makes one or even an organization powerful (Kim & Hyangsoo lee, 2006). Knowledge in the organization are being transferred as well as being kept. This knowledge can be in the form of tacit as well as explicit knowledge (Noor & Salim, 2011). One of the main factors seen as being the contributor for knowledge sharing is in the form of the trust factor. In various

studies, it further shown that, it has been connected with knowledge sharing (Tangaraja, Roziah Mohd Rasdi , Maimunah Ismail , & Bahaman Abu Samah, 2015). However, other studies shown that trust is not regarded as a significant factor in knowledge sharing (Kim & Hyangsoo lee, 2006). These different findings need further research in another set of environment and conditions.

Another factor that is seen as a contributor for knowledge sharing is the social network factor. The previous study stated that social network is considered as being important in knowledge sharing (Kim & Hyangsoo lee, 2006). Knowledge sharing is an important aspect of knowledge management. Knowledge management can be defined as incorporating of the capture and store of knowledge perspective (Dalkir, 2011). Knowledge management has many aspect and elements. It is a very wide field of interest. However, most of the research are mainly focused on the technology that it accompanies (Antonio & Joia, 2010).

Knowledge management is relatively new in Malaysia. Knowledge sharing in Malaysia has been seen as being under researched (Tangaraja, Roziah Mohd Rasdi , Maimunah Ismail , & Bahaman Abu Samah, 2015). Therefore, the research is to investigate the impact of trust and social network on employee's knowledge sharing capabilities in Kota Kinabalu.

## **SIGNIFICANCE**

The finding of the research in the areas that involves trust and social network would help academic as well as managers in organization, to see the different aspect of their existence. Thus, would help in making further understanding about knowledge management especially in knowledge sharing.

This research would benefit to the managers to help them to enhance their knowledge sharing in the organization, thus would help to increase productivity of the employees. Policy and programs are vital in any organization to create structure and results, thus the results from this research, respective organization's management can therefore initiate policies and programs that supports the results of the findings. An add up into the knowledge management especially in knowledge sharing aspect in the Malaysian context, it would help expend and widen then study on the respective field.

Furthermore, a look into the Sabahan context of Kota Kinabalu, would help in looking into to whether such variables are also universally affected here, thus would help in understanding how organizations in the private or public sectors in Kota Kinabalu are handling their knowledge sharing. This would help in generating new knowledge on the knowledge management attributes both academically and practicability.

## LITERATURE REVIEW

### *Research Theory*

Generally, there are many theories that were used to understand knowledge sharing, among them are the social exchange theory and theory of reasoned action.

Social exchange theory is a theory developed by psychologists in order to study the social behaviour in the interaction of two parties that implement a cost-benefit analysis to determine the risks and the benefits (Delamater, 2006), whereby in knowledge sharing, social reciprocity is needed in order to collaborate with other colleagues (T.C. & Teng Seokwoo Song, 2011).

Knowledge sharing behaviour is driven by a combination of internal and external benefits, people who shares knowledge could find enjoyment in enhancing their own knowledge or look for values in educating others (Yan, Wang, Chen, & Zhang, 2016). The social exchange theory is a very familiar theory in explaining knowledge sharing among employees (T.C. & Teng Seokwoo Song, 2011).

Fishbein in 1963 suggested a new theory that involves the relationships between beliefs about an object and the attitude to that object. This theory is widely used in concern with knowledge sharing studies (Jiang, 2015). In this theory, there exist two basic understanding underlying on the theory of reasoned action.

Human beings are considered as rational and make systematic usage of the information that are given to them. Second, is that most actions of social relevance are under volitional control and therefore a person's intention to perform or not to do an action that will involve in doing a particular behaviour is an immediate determinant of the action (Fungfai, 2009). Beliefs determine attitude and subjective norm that will later on determine behavioural intention and behaviour. A person's behavioural beliefs refer to those that lead to certain outcomes and his evaluation of an event or situation. A person's normative beliefs refer to those what specific individual or group thinks that one should or should not do a certain action and their motivation to follow with the specific guidelines. Attitude towards behaviour is an individual's positive or negative assessment of doing an action. Subjective norm is an individual's perception of the social pressures on him to perform an act or not.

Therefore, attitude could be a personal predictor of behavioural intention while subjective norm reflects social influence on the individuals. In knowledge sharing literature, many studies are being done to study knowledge sharing behaviour, where it has demonstrated how best practices were developed through knowledge sharing in a case study of a construction project (Fungfai, 2009).

In this research, the theories were applied when an employee has a belief as well as believing to gain some benefit through the exchange on knowledge sharing, this will affect the way they behave, and thus would affect their knowledge sharing capabilities in the organization.

### *a. Conceptualization of Knowledge Sharing*

With great knowledge, comes great progress. It is said that with knowledge an organization can use it to have a sustainable growth (Witherspoon, Bergner Cam , N. Stone, & Cockrell , 2013). Knowledge in its very form is very fluid and very wide, in which they may involve many frameworks, concepts and information (Nanoka, 1994). Knowledge can be categorized into tacit and explicit knowledge (Kim & Hyangsoo lee, 2006). To put it as simple as possible, explicit knowledge is easily said or easy to be put to writing while in contrast, tacit knowledge is highly individualistic and difficult to be put into writing (Holste & Fields, 2010).

Knowledge sharing is associated with knowledge transfer, however some literatures had equates both terms interchangeably, showing that they are very similar and function closely (Adel Ismail Al-Alawi , Nayla Yousif Al-Marzooqi , & Yasmeen Fraidon Mohammed, 2007). Knowledge sharing has been an important aspect within knowledge management (T.C. & Teng Seokwoo Song, 2011).

Knowledge sharing refers towards the provision of task information and know-how to help others and to collaborate with others to solve problems, develop new ideas, or implement policies or procedures (Amayah, 2013). Where according to Zahra Tohidinia and Mohammad Mosakhani (2010) Knowledge sharing usually occur when there are organization knowledge or information that are shared by the members (Tohidinia & Mohammad Mosakhani, 2010).

### *b. Conceptualization of Social Network*

Social networks can be referred to as any forms communication that involves the employees in the organization (Kim & Hyangsoo lee, 2006). Social network could influence the way information are being shared in the community. Where those with close and good social networking would share and communicate information better (Chan & Chow, 2008).

Social network that involves formal and informal communications is regarded as important for sharing information and knowledge in an organization, because it would allow for the development of a good interaction that would make the flow of communication easier (Kim & Hyangsoo lee, 2006).

### *c. Antecedents and Consequences of Knowledge Sharing*

There exist numerous studies discussing on the antecedents of knowledge sharing. One of the most discussed antecedent is in terms of tacitness, complexity, specificity and institutional embeddedness of knowledge as key antecedents of knowledge sharing (Martinkenaite, 2011). With this we can see that knowledge sharing comes in different form of antecedents, it also noted that some literature also supports the concept of intentions and attitudes of knowledge sharing antecedents. Where this may involve social network, shared goals, technology and trust (Witherspoon, Bergner Cam , N. Stone, & Cockrell , 2013). Another antecedent of Knowledge sharing is vision. A good understanding of the organizations vision would help to make their work clearer, in what they are supposed to do in order to achieve that vision, thus

allowing them to have a sense of contributions as well involvement in the organization (Gold, Arvind , & Albert H. Segars, 2001). This was also supported by a research conducted in Malaysia, whereby a common vision and shared goals that members have in the organization would help in knowledge sharing among the employees (Eze, Goh, & Nurliza Mohammed Fathi, 2011).

Another antecedent is formalization. It is said that a structure that is too formal will inhibit the sharing of knowledge (Gold, Arvind , & Albert H. Segars, 2001). Formalization can be referred as the degree to which organizational activities are manifest in written documents regarding procedures, regulations, and policy manuals, however it is found that from a study made in South Korea that formalization was not statistically significantly associated between employee knowledge sharing. Knowledge sharing has many benefits within an organization, whereby these can be seen through numerous literatures. One of them comes in the form of organizational effectiveness (Yang, 2010). Knowledge sharing can be viewed as a way an organization can continue to survive (Tangaraja, Roziah Mohd Rasdi , Maimunah Ismail , & Bahaman Abu Samah, 2015). Knowledge sharing could also lead to a better and unique way of how an organization can compete in the market, allowing them to have that competitive advantage (Fathi, Nurliza Mohammed; Uchenna Cyril Eze ; Gerald Guan Gan Goh, 2011). One of the ways is through their ability in meeting with their customer's problem (Kim & Hyangsoo lee, 2006).

Another antecedent comes in the form of centralization. It is suggested that through more flexibility in the organization, knowledge sharing could be better performed (Antonio & Joia Bernardo Lemos, 2010). Centralization refers towards power and authority are concentrated at the organization's higher levels, where in a study made in South Korea , it was found out that centralization was negatively associated with their perceptions of knowledge-sharing capabilities. What it meant here is that, centralization was not encouraging employees to actively share their knowledge, thus making a form of inhibition towards knowledge sharing, however, this was not supported by Amayah (2013). Trust is also seen as a good antecedent for knowledge sharing, where it was seen in numerous studies that, knowledge sharing was helped by the development of trust in the organization (Amayah, 2013).

Knowledge sharing, the employees that have a particular knowledge regarding a particular market or even culture in which the organization operates in, would allow the organization to have the upper hand (Huang, Ya Ping, & Ting,2013) . This may come in form of allowing the workforce to be able to use and engage with technology within their line of work, thus increasing efficiency (Laycock, 2005). Thus, overall knowledge effectiveness (Wu & Jwu-Rong Lin, 2013). Although there are many views on the impact of knowledge sharing on an organization, but most of them can be summarised in terms having a positive and favourable opinion and view regarding knowledge sharing impact and effect in an organization.

#### *d. Antecedents and Consequences of Social Network*

Social network has been dealt with by past researcher. The most association that was attributed to it are involving knowledge sharing. Social network is seen as an important element for knowledge sharing (Kim & Hyangsoo lee, 2006). Other research has also managed to the influence of human resource practices in its effect to social network (Henneberg, 2009). Trust is also been referred as one of the antecedents of having a good social network between the co-workers in the organization, because with the establishment of trust, people are easily to connect with one another, and thus would allow for the establishment of a good relationship between them (Zyl, 2009).

A good social network would help in facilitating employee knowledge sharing, whereby Truran (1998) had managed to find that knowledge in its form is greatly transferred and shared through informal interactions. Another research has shown that an organization that is able to harness its social network capability, would be able to lower transaction costs and become more profitable (Zyl, 2009).

#### *e. Conceptualization of Trust*

Interpersonal trust is defined as “the extent to which a person is confident in and willing to act on the basis of the words, actions and decisions of another” (McAllister, 1995). Trust has been seen as a prerequisites for knowledge to be shared, in which, through trust one can expect to be able to give good knowledge sharing (Antonio & Joia, 2010).

This is also supported by Kuo (2013), where trust is seen as a precondition for knowledge sharing, where trust was seen as a significant reason why employee shares knowledge amongst themselves. Allowing for the establishment of a good trust towards each other (Kuo, 2013).

#### *f. Antecedents and Consequences of Trust*

Trust has been in the research pipe line for many years. The reached made on trust involve lots of aspect. In respect to the topic, trust has been related to servant leadership, voluntary subordination, authentic self, covenantal relationship, responsible morality, transcendental spirituality and transforming influence (Pekerti, 2010). Social network is also been seen as an antecedents for trust. Where, when people in an organization mingle more, they tend to share more information, and as times go the bond of trust will exist. This will then allow for good information sharing (Lin, 2007).

Trust has a profound impact on an organization, especially with regards to its social network (Chan & Chow, 2008). Another research has also found out that trust indicate a significant and positive influence of empowerment, organisational communication and procedural justice in the organization (Tzafirir, 2004). This shows to us that trust is indeed valuable to be adopted within in an organization to ensure that the employees are able to communicate as well as share knowledge effectively.

#### *g. The Relationship between Trust and Knowledge Sharing*

Trust has been seen and supported by many literatures in showing the its involvement and knowledge sharing (Adel Ismail Al-Alawi , Nayla Yousif Al-Marzooqi , & Yasmeen Fraidoon Mohammed, 2007). Within organization's members, the willingness to share as well as to use knowledge could depend on the value of trust towards the presenter and receiver (Holste & Fields, 2010). Trust culture has been suggested in order to increase knowledge sharing within the organization (T.C. & Teng Seokwoo Song, 2011) .

In a research made in Malaysia, trust was found to be a significant subject for knowledge sharing (Tangaraja, Roziah Mohd Rasdi , Maimunah Ismail , & Bahaman Abu Samah, 2015). This was also supported, in which the lack of trust was not seen as critical barrier for knowledge sharing in the public sector in Malaysia (Sandhu, Kamal Kishore Jain , & Ir Umi Kalthom bte Ahmad, 2011). However it is found that from a study made in South Korea that trust was not statistically significantly associated between employee knowledge sharing (Kim & Hyangsoo lee, 2006).

This was also supported by another research, in which a trust was tested weak against knowledge sharing (Witherspoon, Bergner Cam , N. Stone, & Cockrell , 2013) as well as a research conducted by Amayah (2013). Although there seems to be a difference within the literature, it would be intriguing to see whether Kota Kinabalu would fall under whose camps.

#### *h. The Relationship between Social Network And Knowledge Sharing*

Knowledge sharing can be facilitated through social networks within the organization, whereby the relationship of the workers which may involve many aspect such as closeness, years working together and other could help to share knowledge amongst them (Holste & Fields, 2010). Knowledge sharing could be further improved upon if social network was already established within the group of workers in the organization (Laycock, 2005). Social network may come in the form of formal or informal communication within the organization, whereby informal communications tends to be the biggest contributor in knowledge sharing (Kim & Hyangsoo lee, 2006).

Face to face communications are regarded as an important factor in knowledge sharing within an organization, where it suggested o have an open disk design, where workers can easily discuss in the workplace (Adel Ismail Al-Alawi , Nayla Yousif Al-Marzooqi , & Yasmeen Fraidoon Mohammed, 2007). Where it also supported by Mi Yu(2014), where people who are more collectivism-orientated tend to be more willing to share their knowledge than those who are considered to be more individualism-orientated (Yu, 2014). Both formal in informal communications should be encouraged in order to share and transmit knowledge (Gold, Arvind , & Albert H. Segars, 2001).

Social networks were one of the key components of previous research, where they managed to emphasize the role of social network and its relation towards knowledge sharing within an organization. It is found that from a study made in South Korea that social network was statistically significantly associated between employee knowledge sharing (Kim & Hyangsoo

lee, 2006). With this kind of support coming from the literature, one could only suspect that this would too occur in Kota Kinabalu, therefore a research on such speculation would be most satisfying.

## **METHODOLOGY**

The sampling technique that was used in this research is the Purposive sampling. Purposive sampling refers towards obtaining information from specific target groups. (Sekaran & Bougie, 2013). Purposive sampling has two major types, the one used in this research is the Quota sampling.

Where groups are adequately represented in the study through the assignment of quota. In this research, a purposive sampling of 5 private and public organizations has been taken into consideration. This research has focused on 5 private and public organizations. Where they are chosen based on their number of employee which is roughly around 50-60. The researchers had approach the representatives of a particular organization and then would ask the representatives to distribute the questionnaires, where no particular levels of management was specified, in which the employee's management levels varies to ease collection(Convenient). In which this is a replication attempt of a previous research made by Kim and Lee (2006).

After contacting the organizations, it was found out that the population of the 10 organizations are around 500. Therefore, by referring to the Krejcie and Morgan (1970) a sample size of 260 is then obtained. This sample size will then be divided equally between both the private and public organizations, each organization will receive 26 questionnaires.

The variables and its measurements are outlined in the following sections. The questionnaire that was used was structured in two sections. Section A focused on the personal data of the respondents, section B focuses on the independent as well as the dependent variable. In which Section B was measured using a 7 point Likert scale. All the likert scale, starts with 1, where it represents 'strongly disagree', up to 7, which represents 'strongly agree'.

All the Independent variables that are trust and social network has been measured based on Kim and Lee (2006) measurement, while the dependent variable that is employee knowledge sharing capability will also be measured based on Kim and Lee (2006), where a 7 likert scale has been imposed.

For this research, the framework used by Kim and Lee (2006) was adapted where relationship between Trust, social network and Employee knowledge sharing capabilities was investigated.



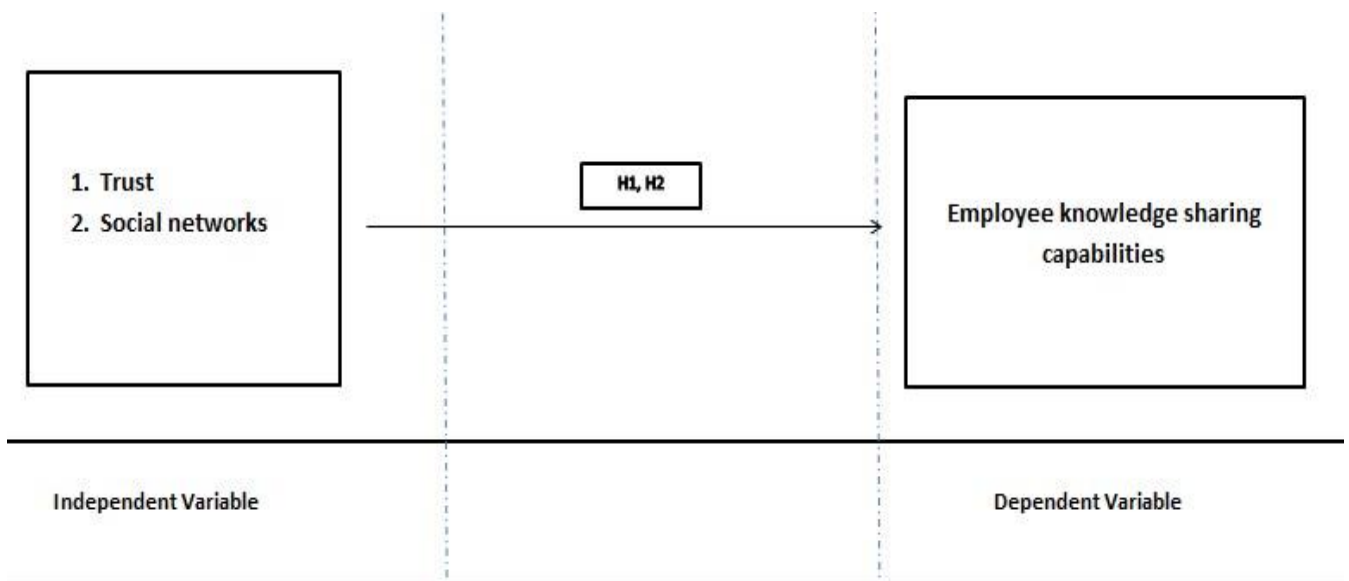


Figure 1 Research Framework

### *Hypotheses*

These hypotheses is later tested whether they would be accepted or rejected. Based on the theoretical framework in Figure 1.1 shows the hypotheses which were being developed as follows:

**H1:** There is a significant relationship between trust and employee knowledge sharing capabilities.

**H2:** There is a positive relationship between social network and employee knowledge sharing

### **RESULTS**

For this study 260 questionnaires were distributed. However only 152 were returned, this makes a success rate of 58.5%. However, 9.6% of the questionnaires were not useable due to it being incomplete. Therefore, for the final usage in the study, 127 were taken into consideration, which is a 48.8% usage in the study

#### *a. Reliability Analysis*

Reliability analysis is the method to examine the consistency of the measurement variables (Sekaran & Bougie, 2013). Most studies would be using the Cronbach's alpha to examine the internal consistency of the measurement items. For the items to achieve internal consistency it should be more that the value of 0.70 and the lowest acceptable value is 0.5. Where the closer the value to 1, the higher is the internal consistency reliability. Where within this study, the Cronbach's alpha of 0.60 and above will be accepted. After deleting 1 item from the dependent variable, a reliability test was run on all the variables. The results from the reliability analysis on all the variables are displayed on the table below. Based on the table below, it shows that one of the variable had a value of more than 0.60 but less than 0.70, this

could be considered as poor but acceptable (S.Moss, et al., 1998) while two variables are more than 0.70.

Table 1 : Reliability Analysis of variables

<b>Variables</b>	<b>No of Item</b>	<b>Cronbach's alpha</b>
Trust (Independent)	4	.900
Social Network (Independent)	3	.647
Knowledge sharing capabilities	2	.772

*b. Descriptive Analysis*

The table below shows the mean and standard deviation of the studied variables such as trust, social network, and knowledge sharing capabilities, all the variables were measured using a 7 point likert scale, which is a form of interval scale ranging from strongly disagree(1) to strongly agree(7).

All variables has a mean scores that were more than 4.00(Unsure). The other variables such as trust have a mean of 5.5295, this shows that trust is mostly agreeable for the employee in their organization. While social network has a mean of 5.0735, shows that the respondents are in agree that social networking in the organization are a part of their working condition, and the dependent variable to have a mean of 5.7717. This shows that the respondents are willing to share knowledge in their organizations.

Table 2 : Mean and standard deviation of the variables

<b>Variables</b>	<b>Mean</b>	<b>Standard Deviation</b>
Trust (Independent)	5.5295	.91212
Social Network (Independent)	5.0735	1.03630
Knowledge sharing capabilities	5.7717	.90360

*c. The Relationship Between Trust And Social Network Towards Knowledge Sharing Capabilities*

The table that follows presents the results of the regression analysis of trust and social network in employee's knowledge sharing capabilities. The result are used to prove this research first hypothesis (H1a), which is to examine whether trust has a positive relationship with knowledge sharing capabilities of employees and the second hypothesis (H1b) , which is

to examine whether social network has a positive relationship with knowledge sharing capabilities of employees.

Dependent Variables	Independent Variable	Std.Coefficients beta( $\beta$ )	t-value
Knowledge sharing capabilities	Trust	.206	2.290
	Social Network	.317	3.524
		.202	
Adjusted $r^2$		.190	
Sig.f		.000	

Based on the table above, the results for the first variable which is trust is ( $t=2.290$ ), where it has standard coefficient beta of .206. While the second variable that is social network is ( $t=3.524$ ), where its standard coefficient beta is at .317, in which it is the highest amongst the two. This shows that trust and social network has a positive relationship with employee's knowledge sharing capabilities. Therefore from this result hypothesis H1 and H2 are accepted.

Table 4: Results of Hypotheses testing

Hypothesis	Statement of the Hypothesis	Result
H1	There is a significant relationship between trust and employee knowledge sharing capabilities.	Accepted
H2	There is a positive relationship between social network and employee knowledge sharing capabilities.	Accepted

## DISCUSSIONS

This study has attempted to answer the question whether trust and social network has an impact on employee's knowledge sharing capabilities. Through the results that was obtained,

it was found out that both variables a positive relationship with the dependent variable. As expected early, the hypotheses were developed in having the same view of the final results, which was heavily influenced through literature reviews and the research theory has managed to explain how these variables interact with the dependent in the study.

Through this study, trust was considered to be positive variables in relations towards knowledge sharing capabilities for employee which was in line with the literature aspect, where studies in Malaysia has obtained similar results (Tangaraja, Roziah Mohd Rasdi , Maimunah Ismail , & Bahaman Abu Samah, 2015). This can be explained in terms of how interpersonal trust from one employee to another makes it much more comfortable for them to share and interact, thus information would flow much more easily due to the trust in each other. Theory of reason action can be seen in terms of how trust can lead to a person in sharing knowledge, thus trusting someone will let you to share more, in this case the knowledge in the organization (Holste & Fields, 2010).

Social Network was also considered as being positive in the study, whereby it does affect the employee's knowledge sharing capabilities, previous studies has also made the same conclusion, therefore this research has managed to solidify the status of Social Network as being a key element in the study. The main reason for this was seen in terms of the importance of it to knowledge sharing (Kim & Hyangsoo lee, 2006), by having close relationships and interactions in the organizations, it would favour more connection thus would make it easier to share knowledge better (Chan & Chow, 2008). Theory of social exchange touches on the social network for the employees because social network allows for exchange, where employees with close and good social networking would be able to share and communicate information better (Chan & Chow, 2008), social reciprocity is necessary in order to collaborate with other colleagues as proven in social exchange theory (T.C. & Teng Seokwoo Song, 2011).

## **LIMITATIONS OF THE STUDY**

There are a few limitations in this study. The first one was in terms of the number respondents that was involved in this research. Where the appropriate sample size that was supposed to be gathered was 260. However only 152 were ever returned. Furthermore, some of the returned questionnaires were incomplete, therefore they could not be included in the final tally of the study, thus giving the final sets of questionnaires that can be used down to 127.

When real data cannot be generated, the reliability of the research is also affected. People might think that the research is not truly representing the areas and only a mere crude representation of their real results, creating a questionable research.

Time was also one of the limitation of this study. Where if ample time was present for the collection of data and research development, the overall involvement of other variables as well as getting more respondents could be possible. Time was also a limitation because, the

collection of the questionnaire was close to Hari Raya, causing most employees were not present to answer the question, this reason was given by most public representative. Therefore a time for questionnaire collection that does not involve a time where the potential respondents are in a holiday mood would be advisable.

The third limitation in this study was in term of the lack representation of the organizations in Kota Kinabalu. Since the study sample was conducted and done in terms of a quota sampling, it has set put a limit to how many organizations should be involved in this study. If the ideal of the research was supposed to be conducted with the real population size of the organizations in Kota Kinabalu, more respondents from much more organizations can be obtained. Thus leading to a more reliable result.

### **RECOMMENDATIONS FOR FUTURE RESEARCH**

Future research should look into the many other dimension of variable that are involved in knowledge sharing. This will allow for a much in depth view into what makes knowledge sharing to be understood better. The usage of other variables would also make the research more compelling and wider in terms of its field reach. Thus, would help in the field of knowledge management, especially with regards to Sabah and Malaysian context.

Putting a mediating factor of Organizational commitment is also a good recommendation in expanding the research in the future, where the role of Organizational commitment can be put forward in looking at different aspects of the study and other relevant mediating factors. This was also supported in a research conducted in Malaysia's public sector employees, in which organization commitment (affective) was significant in mediating knowledge sharing within the organization (Tangaraja, Roziah Mohd Rasdi , Maimunah Ismail , & Bahaman Abu Samah, 2015). Organizational commitment was also used in a previous research made by Lin(2007), where Organizational commitment was supported as a good mediator for knowledge sharing in an organization. Therefore, a look on this through future similar studies would be interesting to find out.

Perhaps as well, by looking at the management levels in the organization might shed lights into new discoveries, this as well could by a new avenue for this study to be expanded and deepen.

Another recommendation for future research is in terms of looking into the role of type of institution as a moderator for employee knowledge sharing capabilities. This is because, a comparison between the two type of institution would help in understanding, whether public and private institution differ with each other in terms of how their employees share knowledge. These recommendations was also done after looking into some literatures on the type of institution. Most research that has been done was focused more into the private sector (Sandhu, Kamal Kishore Jain, & Ir Umi Kalthom bte Ahmad, 2011).

Sandhu, Kamal and Umi Khaltom (2011) have seen that there are many inhibitions for knowledge sharing in the public sector as compared in the private sector. This is also supported by Amayah (2013), t could be harder for knowledge sharing to occur within a

public organization because it is filled with bureaucracy. Therefore, it would be intriguing to find out whether such differences or similarities also occur within the public and private sector in Kota Kinabalu.

## **IMPLICATIONS AND CONCLUSION**

A research is usually done in order to gain new insight into a concept or a field. In this research, it has tried to look into the common variables that are present in the literature and re-test them in a new setting as well as a new framework.

In a world where having competitive advantage will determine whether an organization will be at the top of their game or next to closing is determined by their competitive advantage capabilities. It will then go as to help to sustain the organization on the ever-expanding competition from rival organizations. Thus, having an effective knowledge sharing practices ensures that an organization is able to stay relevant with the ever-growing competition from other organizations. Knowledge management has many aspect and elements in it since it is a very wide field of interest, however most research that has been made regarding it are mainly focused on the technology that it accompanies.

Trust and social network were the variables that was put into question in this study. The result shows that they both have a positive relationship with the depend variable shows that how certain variables are interacting with each other to see the relationship. In a research made in Malaysia, trust was found to be a significant subject for knowledge sharing. Therefore, the result that was obtained for trust in Kota Kinabalu is expected. This study provides empirical evidence supporting the relationships between trust and social network towards employee's knowledge sharing capabilities especially with regards in Kota Kinabalu, Malaysia. The research offers a new look as well different perspectives of how knowledge sharing could be affected in the organization.

Through the findings, managers both in the public sector as well in the private sector in Kota Kinabalu, can try to adjust and create policies that are bias in creating such antecedents to exist in their organizations. This can be materialized through policy that support trusts creating and enhancement amongst employees as well in creating good social network amongst them, thus would be able to increase the connectivity of the employees and in the end they would be able to share knowledge much more effectively and efficiently. The research also makes a significant contribution to the body of knowledge by filling the gaps in trust, social network as well as organizational commitment literature. Therefore, this research would help in expending them for future usage and reference.

The current study was done in order to have a better understanding of employee knowledge sharing capability, with involvement of two independent variables represented by trust and social network. It is with hope that the study that has been conducted would be beneficial in the area of knowledge management, especially with regards of the knowledge sharing attributes, for every little contribution that is given will eventually lead to a better study.

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