The Impact of Knowledge Sharing on Individual Performance of Government Employees: The Perceptions of Administrative and Executive Officers in Hong Kong

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<td>AO</td>
<td>Administrative Officers</td>
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<tr>
<td>CARR</td>
<td>Career</td>
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<td>CFA</td>
<td>Confirmatory Factor Analysis</td>
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<td>CSTDI</td>
<td>Civil Service Training and Development Institute</td>
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<tr>
<td>D &amp; B</td>
<td>Dun and Bradstreet, Inc.</td>
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<tr>
<td>EFA</td>
<td>Exploratory Factor Analysis</td>
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<td>EO</td>
<td>Executive Officers</td>
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<tr>
<td>FDI</td>
<td>Foreign Direct Investment</td>
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<td>GEPSE</td>
<td>Government, Economic, Political, Social and Educational Climate</td>
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<td>HKSAR</td>
<td>Hong Kong Special Administrative Region</td>
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<td>HKSARG</td>
<td>Hong Kong Special Administrative Region Government</td>
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<td>HRM</td>
<td>Human Resources Management</td>
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<td>ICT</td>
<td>Information Communication Technology</td>
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<td>INOV</td>
<td>Innovator</td>
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<td>KC</td>
<td>Knowledge Collecting</td>
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<td>KD</td>
<td>Knowledge Donating</td>
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<td>KM</td>
<td>Knowledge Management</td>
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<td>KMO</td>
<td>Kaiser-Meyer-Olkin</td>
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<td>KMS</td>
<td>Knowledge Management System</td>
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<td>KS</td>
<td>Knowledge Sharing</td>
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<td>LRA</td>
<td>Linear Regression Analysis</td>
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<td>NPM</td>
<td>New Public Management</td>
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<td>OC</td>
<td>Organizational Culture</td>
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<td>OCB</td>
<td>Organizational Citizenship Behavior</td>
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<tr>
<td>OECD</td>
<td>Organisation for Economic Co-operation and Development</td>
</tr>
<tr>
<td>ORG</td>
<td>Organization</td>
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<tr>
<td>PA</td>
<td>Public Administration</td>
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<tr>
<td>PCA</td>
<td>Principal Components Analysis</td>
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<td>POP</td>
<td>The Public Opinion Programme</td>
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<td>RBPS</td>
<td>Role-Based Performance Scale</td>
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<tr>
<td>SARS</td>
<td>Severe Acute Respiratory Syndrome</td>
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<tr>
<td>SECI</td>
<td>Socialization, Externalization, Combination and Internalization</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
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<td>TRA</td>
<td>Theory of Reasoned Action</td>
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Abstract

This study examined the perceived influence of knowledge sharing practices on individual work performance of public employees in Hong Kong. The study proposed that individual knowledge sharing behaviours promoted by positive attitudes, positively affect individual performance.

Drawing on the theoretical foundations of motivation, role and identity stance, a conceptual framework was formulated by integrating the two distinct processes of knowledge donating and knowledge collecting (de Vries, van de Hooff, and de Ridder, 2006) and five dimensions of role-based performance - job, career, team, innovators, organization (Welbourne, Johnson, and Erez, 1998) - to examine the significant impact of knowledge sharing practices on individual work performance in the public sector.

Individual public employees from the Hong Kong Special Administration Region Government were the unit of analysis. A stratified sampling method was employed to derive a sample size from the administrative and executive officer population. Participants were recruited randomly in the sampling frame to participate and complete an anonymous Internet questionnaire survey. Three hypotheses were tested by analyzing perceptions of 188 public employees using correlation analysis and linear regression analysis to evaluate the relationship between knowledge sharing practices and work performance.

The results reveal that the overall relationship between knowledge sharing practices and individual performance is significant. The findings indicate that the two aspects of knowledge sharing processes are perceived to have a positive effect on individual performance. Knowledge donating practices are perceived to have a positive influence on all five aspects of individual performance. Knowledge collection practices are perceived to have a positive influence on the job, team, innovators, and organization dimensions of individual performance, with no significant relationship found between knowledge collection practices and career.
Although the results indicate that not all dependent variables have a positive relationship with knowledge sharing practices, the findings imply that the surveyed public employees have a positive perception of knowledge sharing in shaping individual work performance.

This research expands the understanding of the effects of knowledge sharing on individual performance from the perspective of individuals in the public sector. The results of this study provide further evidence that knowledge sharing is significant to organizations for building individual and organizational knowledge and in shaping performance. The findings from this study also present opportunities for further research in other industries and jurisdictions.