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PRIMARY RESEARCH

Investigating Factors Affecting Knowledge Sharing Intentions among Islamic Banking Employees: A TRA Perspective

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Abstract. This study investigates Knowledge Sharing (KS) in Islamic banks. Fishbein's Theory of Reasoned Action (TRA) has been used as a theoretical framework. Close ended questionnaire was used to gather data from employees of Islamic banks. This study examined the effect of independent variables i.e., Anticipated Extrinsic Rewards (AER), Sense of Self-Worth (SSW), and Organization-Based Self-Esteem (OBSE) and Anticipated Reciprocal Relationship (ARR) on variables i.e., Intentions towards Knowlede Sharing (IKS), Attitude to Knowledge Sharing (ATKS). The objective was to find out the strongest predictor. Structural Equations Modeling (SEM) has been applied to examine the hypothesized relations. Analysis shows strong association between IKS and ATKS. Hypotheses relating SSW and OBSE were endorsed. While ARR and AER did not influence KS attitude, yet the OBSE was found to have strongest impact on KS attitude. In the light of results, it is suggested that Islamic banks should focus on other ways to encourage KS rather than investing in reward systems. They should also focus on relationship improvement and also ensure support to employees by means of carrier planning and job security.

KAUJIE Classification: J32, V12, W
JEL Classification: C5

INTRODUCTION

The significance of KS has been widely recognized by several researchers (e.g., Alavi & Leidner, 2001; Berman, Down, & Hill, 2002; Bock, Zmud, Kim, & Lee, 2005; and Irma, 2001). It has been recognized as a most critical element of knowledge management (Casimir, Lee, & Loon, 2012; Huang & Huang, 2012; Javernick-Will, 2011). Many organizations are focusing on knowledge management and apprehending its importance for competitive advantage (Wang, Sharma, & Cao, 2016). According to Wu, Yeh, and Hung (2012), KS comprises

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generating new ideas, transfer of ideas, sharing of information, articulating experiences, and developing best practices amongst employees. Individuals are sole owners of the knowledge (Nonaka & Konno, 1998), and sharing of knowledge depends on their intentions. Ethically, Organizations cannot force employees to share their knowledge and there is no consensus on factors that encourage employees to share their knowledge. It is hence, utmost essential to know that what motivates employees to share knowledge (Ozlati, 2012).

Some researcher found that individuals exchange their knowledge for personal benefits (Hsu, Ju, Yen, & Chang, 2007) whereas, Chiu, Hsu, and Wang (2006) found contrary results. Some studies found that people share knowledge with the expectation to receive respect, being viewed as skilled, knowledgeable, and for improving self-worth and self-esteem (Butler, Sproull, Kiesler, & Kraut, 2002; Chiu et al., 2006; Zhang & Hiltz, 2003). Zhang, Chen, Vogel, and Guo (2009) found, on the other hand, that individuals do not exchange knowledge due to reputation. Therefore, more exploration is required to explore key motivational factors behind KS (Sharma & Singh, 2012). Specifically, researchers may examine the impact of factors on different sectors and industries (Seba, Rowley, & Lambert, 2012).

Knowledge sharing attitude and intention have been studied extensively in developed countries that have strong infrastructure with transparent organization system whereas limited researches have been conducted in developing countries, specifically in Islamic banking sector. This research study's target population is from Islamic banks. Islamic banks have gained enormous popularity in both Muslim and Non-Muslim world. The total assets of all Islamic banks across the world were about US$ 2 trillion in 2017, and so far 755 Islamic banks registered across the world (Edbiz, 2015). In Pakistan as well, Islamic banks are flourishing at significant rate, Total Islamic bank branches till end of March 2018 were 2589 in Pakistan (State Bank of Pakistan, 2018).

The increase in awareness of Islamic values has resultantly increased the demand for Islamic banks' interest free products (Khir, Gupta, & Shanmugam, 2007). The demand of Islamic banks' interest free products is also increasing in Pakistan. This requires improvement in the products as well as awareness about Sharī'ah-compliant products. These days, clients are well educated and are highly informative about banking services and products; therefore, demand advanced and customized products and services (Arshad, Aslam, Razi, & Ali, 2011). In adapting to bank customers' requirements, it is crucial whether the employees of Islamic banks have sufficient knowledge of Islamic banking products. Zainol, Shaari, and Ali (2009) found that the Islamic bank staff had limited knowledge of Islamic banking products, they did not exactly comprehend the distinction amongst Islamic and conventional banking systems (Harun, Rashid, & Hamed, 2015). One of the reasons behind this is that most of the Islamic banks' personnel are recruited in the conventional banks, and they have shifted to Islamic Bank for better opportunities without having orientation and sufficient knowledge about Islamic banking. It is essential, however, that the Islamic banks' employees might have a broader understanding of Islamic banking products so that the emerging system could have a competitive advantage among banking industry. This understanding could be achieved by sharing knowledge. It is only possible if employees are encouraged to share knowledge and experiences. Hence, there is need to investigate what motivates

Islamic bank employees to share knowledge. In this perspective, present study is the need of the time.

Several factors regarding KS behavior have been studied by different authors among different sectors. Bock and Kim (2001) examined the factors like expected rewards, expected contribution and expected association among public sector employees. Kwok and Gao (2005) studied extrinsic motivation, channel richness and absorptive capacity among university students. Bock et al. (2005) studied AER, reciprocal relationship and SSW among Korean private sector employees. Likewise Lin (2007) selected a sample from Taiwanese private companies and studied perceived organizational rewards, reciprocal relationship, enjoyment in helping others and knowledge self-efficacy. Palo and Charles (2015) studied expected organizational benefits, reputational enhancement, loss of knowledge power and organizational commitment among sales persons. Recently, Fullwood and Rowley (2017) investigated several beliefs and organizational culture among UK academics. It implies that different factors show significant association with KS in different sectors. However, the question here is that whether and to what extent these factors will influence KS among Islamic banks employees. In answering the above question, this study is to develop a model appropriate in the context of Islamic banks to investigate the motivational factors that significantly influence Islamic bank employees.

REVIEW OF LITERATURE AND HYPOTHESES

KS and Motivational Factors

Different researchers and authors have defined KS differently (Scott, 1999). Ling, Sandhu, and Jain (2009), have explained KS as the distribution of knowledge. Dyer and Nobeoka (2000) are of the view that KS is the combination of activities that include knowledge exchange and helping others by improving their learning capacity. Whilst, Wang and Noe (2010) define KS as generating new ideas, solving problems together and employing policies and procedures.

Davenport and Prusak (1998) argued that sharing of knowledge solely depends on the owner of the knowledge, and sharing of it is habitually unnatural (Davenport, 1996). Sharing of knowledge can't be forced by organization, it is a personal choice of the employees. Naturally, people are hesitant to share knowledge and they can't be easily motivated to share (Staples & Webster, 2008). In accordance with TRA, human's attitude and intention can be influenced by several factors, and it can be opted to explain human behaviors (Fishbein & Ajzen 1977).

Several models have been proposed that opted TRA to understand factors influencing KS, employees attitude and intentions (Bock et al., 2005; Lin & Huang, 2013). These models were different from each other in respect of dependent and independent variables. Like, Bock et al. (2005) studied influencing factors like AER, reciprocal relationship, and self-worth with knowledge sharing attitude and intentions. Similarly, Lin and Huang (2013) studied knowledge sharing intention and attitude with self-efficacy and satisfaction in helping other employees. Whilst Seba et al. (2012) explored effect of leadership, trust, or-

ganizational structure, rewards, time and IT on knowledge sharing attitude and intentions. Palo and Charles (2015) studied influencing factors including perceived organizational incentives, reciprocal benefits, reputation enhancement, loss of knowledge power (superiority which one feels based on his/her knowledge), and organizational commitment with attitude and intentions. Similarly recently Fullwood and Rowley (2017) examined factors affecting KS among UK academics. Despite several studies, there is lack of assent on the key influencing factors of KS.

In current study, TRA is opted to understand effects of motivational factors on attitude and intentions of Islamic banks' employees. The influence of four factors has been explored in the current study namely AER, ARR, SSW and OBSE; each factor has its own characteristics and is supposed to affect knowledge sharing attitude and intention.

ATKS and IKS

IKS is a person's beliefs that he would actually share knowledge or not (Bock et al., 2005). In accordance with TRA, employee's intention is determined by their attitude. Several studies used both KS attitude and intention as dependent variables. The relationship between attitude and intention has been investigated by several researchers who found strong positive relationship between the both. For example, Lin (2007) studied attitude and intention of employees of a Taiwanese's company and found positive strong relationship between both. Likewise Bock et al. (2005) studied KS among employees of 27 Korean organizations and found positive relation between attitude and intention of KS. Palo and Charles (2015) studied KS among salespersons and found positive relationship between both attitude and intention. Several other researchers also found strong positive influence of attitude on intention (Chennamaneni, Teng, & Raja, 2012; Jeon, Kim, & Koh, 2011). In accordance with Islamic perspective it was argued that religion influences attitude, intention, behavior and plays a key role in modeling man's daily conducts (Alam, Janor, Zanariah, & Ahsan, 2012). The Islamic teachings provide that there is a strong relationship between individuals' faith and conduct. Thus, we propose that attitude towards KS influences bank employees' IKS. In the light of above assertion, it is hypothesized that:

H1: ATKS positively affects IKS among employees of Islamic banks.

AER and ATKS

AER refers to the reward that one expects for sharing knowledge (Bock et al., 2005). Individuals expect to get extrinsic rewards for sharing tacit/explicit knowledge with others. Lamb (2001) and Liu (2008) have suggested that organizations should adopt reward system for KS. Similarly, Ford and Staples (2010), argued that rewards and incentives play crucial role to highlight significance of KS activities of the employees. For Vajjhala (2013), AER are positive for motivating employees to perform preferred behaviors.

Seba et al. (2012) maintained that the effect of rewards on sharing knowledge may vary with the kind of rewards given to employees. Søndergaard, Kerr, and Clegg (2007) found that organizational rewards like bonuses, better job assignment, job promotions, were crucial for motivating employees to add knowledge to repositories. Similarly, Bock and Kim

(2001) studied that employees who believe that they will get high incentives by sharing and using knowledge are more expected to support knowledge management system. Researchers explain that insufficient rewards might decrease KS (Chen & Hung, 2010; Osterloh & Frey, 2000). Likewise, absence of incentives may cause individual's motivation level to diminish, or feel punished, which ultimately influences KS attitudes negatively (Vuori & Okkonen, 2012; Zhang & Fai-Ng, 2012). Giving rewards and acknowledging shared knowledge not only improves the KS level of the employees, but also decreases the probability for knowledge to be lost (Gupta, Joshi, & Agarwal, 2012; Vajjhala, 2013; Zhang & Fai-Ng, 2012).

Alam et al. (2012) argued that Islamic banks employees have limited knowledge of Islamic banking. Baba and Amin (2009) found that some of the Islamic banks employees were unable to distinguish between Islamic banking system and conventional banking system, which may also increase confusion among customers. The limited knowledge is due to lack of KS among Islamic banking employees and thus it is believed that by motivating employees though extrinsic rewards their ATKS can be changed.

In accordance with the TRA, employees' attitude is the result of beliefs and expectations. It is supposed that Islamic banks employees who believe to receive extrinsic rewards by sharing knowledge, will develop positive ATKS. So, it is hypothesized that:
H2: AER will positively affect ATKS among employees of Islamic banks.

ARR and ATKS

ARR is explained as the extent to which employees believe that they can develop better reciprocal relationships with other employees through KS (Bock et al., 2005). Researchers have found that reciprocal advantages can give compelling inspiration to encourage KS, and ultimately support to achieve long-term common goals (Bock et al., 2005; Søndergaard et al., 2007). Huang, Davison, and Gu (2008) found that employees who wish to create good relationship with other employees or assume to get knowledge from different employees in the future, they usually share more knowledge with others. In a team context, ARR increases team spirit, which directly influences and raises the intrinsic motivation to cooperate and to share knowledge (Osterloh & Frey, 2000).

ARR has been studied in different settings of different countries. For example, Bock et al. (2005) examined ARR at managerial level in Korean organizations. They found that ARR have significant positive effect on KS attitudes. Pai (2006) studied KS in online communities and found that KS is supported by a strong sense of reciprocity. Tohidinia and Mosakhani (2010) studied KS behavior among employees of Iranian oil industry and found that ARR positively affects knowledge sharing attitudes. Palo and Charles (2015) studied KS among salespersons working in different sectors like insurance, banking, manufacturing, and pharmaceutical; they found significant positive influence of ARR on KS.

Harun et al., (2015) have indicated that today's banking is not only to sell products and services, but also to provide knowledge to customers. Like other organizations, Islamic banks should also focus on KS. In this regards, the most common methods used by banks include team-oriented brainstorming (Shih, Chang, & Lin, 2010), and forming communities of practitioners. Both methods could be beneficial for Islamic banks if their employees

believe that they should develop better relationship by sharing knowledge. As argued in TRA, beliefs make attitude, so those Islamic bank employees who believe that KS could be beneficial in the future for making better relationships are likely to share knowledge and thus have positive attitude towards sharing. So, it is hypothesized that:
H3: ARR will have positive effect on ATKS among employees of Islamic banks.

SSW and ATKS

Employee's belief that he will support his organization by KS behavior is known as "SSW" (Phan, 2013). For Bandura (1994), it is person's belief regarding his competence to produce desired results. Positive feedback is very vital in KS environment and is important facilitator. Positive feedback ensures that employee's behavior is acceptable, and it encourages employee to continue KS (Kinch, 1973). Appreciation and effectiveness of the knowledge shared improves employees' SSW. Individuals will likewise be additionally eager to contribute via KS while they find that their shared knowledge is significant and practically helpful to employees working with them (Cabrera & Cabrera, 2002). Huber (2001) found that, the SSW impacts employees' behavior in the favor of organizational norms and prevailing employees. Those employees who get continuous feedback and also get understanding as to how their shared knowledge supported individuals to share more knowledge than others, and ultimately motivated employees to develop positive knowledge sharing attitude (Phan, 2013).

Bock et al. (2005) found that SSW not only helps in self-evaluations of employee's knowledge through KS activity, but also influences employees' ATKS. Phan (2013) studied employees of Vietnam and supported that SSW has positive impact on knowledge sharing attitude. Similarly Tohidinia and Mosakhani (2010) confirmed that higher the SSW results in higher knowledge sharing attitude. Ye, Chen, and Jin (2006) argued that self-worth was among key antecedent of ATKS. Likewise, managers' positive feedback about employees knowledge contribution and achievements may enhance Islamic banking employees' SSW which ultimately enriches KS behavior (Shih et al., 2010). TRA and above discussion conclude that beliefs are key factors for developing attitude and Islamic banking employees who are of the belief that they can contribute in organizational growth by sharing knowledge when they have positive ATKS. Thus, it is hypothesize that:
H4: SSW positively affects employees' ATKS among employees of Islamic banks.

OBSE and ATKS

The OBSE concept was first coined by Pierce, Gardner, Cummings, and Dunham (1989). This concept has captured extensive attention ever since. OBSE is "the degree to which organizational members believe that they can satisfy their needs by participation in roles within the context of an organization" (Pierce & Gardner, 2004, p. 265). It also expresses "an employee's evaluation of his or her personal adequacy and worthiness as an organizational member" (Pierce & Gardner, 2004, p. 308). OBSE is conceptually different from self-esteem. It could be defined as one's belief about self-worth as an organizational mem-

ber.

Several researchers have studied relationship between self-esteem and attitude and also between OBSE and employee attitudes (e.g., Brockner, 1988; Korman, 1970; Yang, 2007). It was found that self-esteem predicts employee's attitude and behavior (Brockner, 1988; Judge & Bono, 2001; Korman, 1970; Pierce & Gardner, 2004). They also found that employees who have high level of OBSE might probably share knowledge with other employees because they are of believe that they support their organization through KS. Phan (2013) studied OBSE as an antecedent of knowledge sharing attitude among employees of Taiwanese company, whereas, he found no positive relationship between OBSE and ATKS. Banker's self-esteem is their perceived evaluation about themselves. Brown and Marshall (2006) found banker's self-esteem to be a key component to recognize banker's successful development, and positive feelings about themselves. Self-esteem is the combination of self-confidence and self-respect which could be achieved if employees are fully equipped with knowledge. Thus, it is hypothesized that:

H5: OBSE positively affects ATKS among employees of Islamic banks.

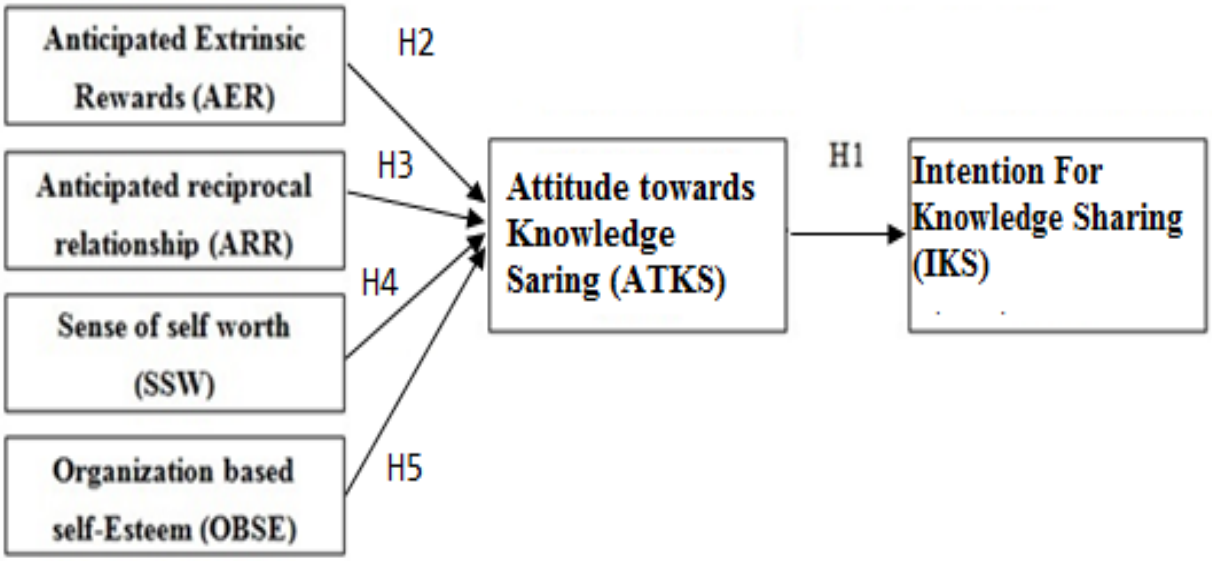

FIGURE 1. Conceptual Framework

METHODOLOGY

Population and Sampling

The population for current study are the employees working in Islamic banks operating in Pakistan. Total 500 questionnaires were distributed among employees, while 390 filled questionnaires were received back. After preliminary scrutiny, questionnaires having more than 10% missing values were discarded; remaining 313 questionnaires were selected in which 22 questionnaires were found having missing values. For imputation of missing values mean imputation method is adopted. The overall questionnaire response rate was 78%, and the usable questionnaire response rate was 62.60%.

Measures

The current study used questionnaire consisting of 29 total questions measuring 6 constructs. Each construct had multiple items, scales were adopted from previous studies that were pre-validated measures in literature. Table 1 shows scales along with their respective author's reliabilities. Items were measured by 5-point Likert Scale where 1 = "Strongly disagree" and 5 = "Strongly agree". Questionnaire also included categorical questions such as age, gender, educational level, designation, experience with current organization and total professional expereience.

AER measures: The AER was measured by using three (3) items scale develop by Bock and Kim (2001), In his study Cronbach's α for AER was 0.83. Example item: "I expect to receive monetary rewards in return for my KS".

ARR measures: The study measures ARR by using five (5) items scale develop by Bock et al. (2005). In their study, Cronbach's Alpha for ARR was $\alpha = 0.71$. Example item: "My KS would strengthen the ties between existing members in the organization and myself".

OBSE measures: Scale having six (6) items developed by Pierce et al. (1989) was used to measure an employee's OBSE. In their study Cronbach's Alpha for OBSE was $\alpha = 0.91$. Example item: "If I share the knowledge, I will feel that I count around here".

SSW measures: SSW was measured by using 5-items of scale developed by Bock et al. (2005). In their study, Cronbach's Alpha for SSW relationship was $\alpha = 0.95$. Example item: "My KS would help other members in the organization to solve their problems".

Employees' ATKS measures: Employees' knowledge sharing attitude was measured by five 5-items scale adopted from Bock et al. (2005). In their study Cronbach's Alpha for ARR was $\alpha = 0.92$. Example item: "My KS with other organizational members is good".

Employees' IKS measure: Employees IKS was measured by five 5-items scale, adopted from the study of Bock et al. (2005). In their study Cronbach's Alpha for ARR was $\alpha = 0.93$. Example item: "I will share my work reports and official documents with members of my organization more frequently in the future".

TABLE 1
Sources of Measurement Constructs

Variables	Items	Measures adapted from	Cronbach alpha (α)
AER	3	(Bock & Kim, 2001)	0.83
ARR	5	(Bock et al., 2005)	0.71
OBSE	6	(Pierce et al., 1989)	0.91
SSW	5	(Bock et al., 2005)	0.95
ATKS	5	(Bock et al., 2005)	0.92
IKS	5	(Bock et al., 2005)	0.93

Sample Profile

Demographic summary of sample is shown in Table 2 below. According to Table 2, majority of the respondents were male 245 (78.3%), while in terms of age, the respondents were dominated by young age group i.e., 21-30 years. In respect of education, it was found that minimum education of respondents was bachelor's degree while 202 (64.5%) respondents held master's degree. For recording of experience level, three categories were made for uniformity of the responses; results shows that most of the respondents were of officer level - 123 (39.3%). Further, in respect of experience, on average, respondents' experience with their current banks is 5.9 years (min = 1, max = 23) and total professional experience is on average 7.5 years (min = 1, max = 24).

TABLE 2
Participant Demographics (n = 313)

Statement	Frequency	Percentage (%)
Gender		
Male	245	78.3%
Female	68	21.7%
Ages (Years)		
21-30	166	53.0%
31-40	127	40.6%
41-50	15	4.8%
51-Above	5	1.6%
Education (Numbers)		
Bachelor's degree	106	33.9%
Master's degree	202	64.5%
MS/M.Phil degree	5	1.6%
Experience Level (Numbers)		
Junior Officer	96	30.7%
Officer	123	39.3%
Manager	94	30.0%

Table 2 Continue...

Statement	Frequency	Percentage (%)
Experience with this Organization		
0-3	132	42.2%
4-7	104	33.2%
8-11	40	12.8%
12-15	19	6.1%
16 Above	18	5.8%
Experience with this Organization		
0-3	79	25.2%
4-7	112	35.8%
8-11	63	20.1%
12-15	32	10.2%
16 Above	27	8.6%

Factor Analysis

Exploratory Factor Analysis was performed through SPSS 21. Results show that all items have higher loading than recommended value. Therefore, no item is excluded. It shows that AER have 3 factors, ARR is defined by 5 factors, SSW by 5 factors, OBSE by 6 factors, ATKS by 5 factors, and IKS by 5 Factors.

TABLE 3
Factor Loading

	1	2	3	4	5	6
AER1	.874					
AER2	.896					
AER3	.766					
ARR1		.623				
ARR2		.698				
ARR3		.597				
ARR4		.597				
ARR5		.400				
SSW1			.528			
SSW2			.781			
SSW3			.710			
SSW4			.551			
SSW5			.663			
OBSE1				.601		
OBSE2				.779		
OBSE3				.767		

Table 3 Continue...

	1	2	3	4	5	6
OBSE4				.596		
OBSE5				.792		
OBSE6				.705		
ATKS1					.567	
ATKS2					.509	
ATKS3					.651	
ATKS4					.632	
ATKS5					.755	
IKS1						.674
IKS2						.629
IKS3						.837
IKS4						.889
IKS5						.860

Descriptive Measures

Table 4 gives understanding into the relationship of the factors for this study. This Table displays items number of each construct, Composite reliabilities, Cronbach's alpha, Average Variance Extracted (AVE), means, standard deviations, and correlations between all variables used in this study.

There are no convergent and discriminant validity issues. Reliability is measured by Cronbach's alpha and all values are found above the recommended threshold, i.e., 0.60 (Gliem & Gliem, 2003; Hair, Black, Babin, Anderson, & Tatham, 1998; Kline, 2011). Reliability is also measured by Composite Reliability (CR); all values have been found above the recommended value of 0.70. AVE is above 0.4, but it is acceptable as Fornell and Larcker argued that if AVE is below 0.5, while CR is higher than 0.6, the construct is yet considered to have established convergent validity (Fornell & Larcker, 1981).

TABLE 4
Descriptive Statistics

Variables	Items	CR	Cronbach's alpha (α)	AVE	Mean	Std. Deviation	AER	ARR	SSW	OBSE	ATKS
AER	3	0.732	0.847	0.414	2.91	1.09	-				
ARR	4	0.858	0.712	0.670	4.03	0.591	.325**	-			
SSW	5	0.819	0.898	0.405	3.52	0.836	.346**	.529**	-		
OBSE	6	0.728	0.820	0.477	3.62	0.808	.328**	.579**	.655**	-	
ATKS	4	0.904	0.717	0.612	3.83	0.591	-.001	.336**	.269**	.376**	-
IKS	5	0.856	0.866	0.547	3.53	0.873	.242**	.345**	.344**	.375**	.165**

RESULTS

The research model was analyzed by SEM using AMOS version 21. For validity and reliability of model, Confirmatory Factor Analysis (CFA) has been performed, whereas structural

model has been used to access the direction and strength of the proposed relationship.

Measurement Model Evaluation

For measurement model assessment, CFA has been used. Measurement model analysis confirms the reliability and validity of the adopted scales in new setting. Segars and Grover (1998) recommend that initial model must be modified to get best fit model. After initial testing, 2 items ARR5 and ATKS2 were removed having standardized regression value lower than recommended 0.5 (Kline, 2011). The proposed model was also improved by adding covariance between error terms using Modification Indices (MI), as recommended by Hair, Anderson, Babin, and Black (2010).

TABLE 5
Summary of Goodness of Fit Model

Fit Index	Initial Model Results	Single Factor Model	Final Model Results	Recommended Criteria	Suggested by Authors
x2	1133.59	1647.86	755.26	-	-
Df	362	310	295	-	-
x2/df	3.13	5.3	2.56	<3	Bentler and Bonett (1980)
GFI	0.78	0.72	0.85	>0.8	Scott (1999), Seyal, Rehman, and Rahim (2002)
TLI	0.80	0.65	0.87	>0.9	Hu and Bentler (1999)
CFI	0.83	0.69	0.90	>0.9	Bentler and Bonett (1980)
RMSEA	0.083	0.118	0.071	<0.08	Hair et al. (1998)
AGFI	0.73	0.65	0.80	>0.8	Scott (1999)
NFI	0.77	0.65	0.84	>0.9	Bentler and Bonett (1980)

Goodness of Fit (GFI) is evaluated by using GFI index, TLI TuckerLewis Index (TLI), CFI (an incremental fit index of improved NFI), Root-Mean-Square Error of Approximation (RMSEA), Adjusted Goodness-of-Fit Index (AGFI), (the ratio between 2 and the degree of freedom = x2/d.f.), and Normalised Fit Index (NFI). Table 4 shows the results of fitness measurement, it implies that initial model and single factor model show poor fit, whereas after recommended modification modified model, results fell into threshold range. Hence, confirming that proposed model had proper fit.

Common Method Bias

Following strategies were adopted to evaluate the common biased variance: Harman's one-factor method; one-factor CFA and common latent factors. Harman's one factor method was performed using SPSS version 21. The results show only a 29.22% variance. The results of principal component analysis on all variables formed six dissimilar factors; only 14.43% of total variance is represented by first factor, while 68.94% is represented by all factors together. Single Factor CFA was performed using AMOS version 21 (See Table 4). Similarly, Common latent factor was also performed using AMOS version 21 by taking difference between standardized regression weight with latent factor, and without latent factor for each item shown in Table 6. Result for all three methods show that there was no variance in data.

TABLE 6
Common Latent Factors

	Estimate With CLF (A)	Estimate Without CLF (B)	Difference (A-B)
AER1 <— AER_MAIN	0.799	0.759	0.04
AER2 <— AER_MAIN	0.826	0.934	-0.108
AER3 <— AER_MAIN	0.575	0.75	-0.175
ARR1 <— ARR_MAIN	0.544	0.544	0
ARR2 <— ARR_MAIN	0.618	0.65	-0.032
ARR3 <— ARR_MAIN	0.601	0.58	0.021
ARR4 <— ARR_MAIN	0.604	0.752	-0.148
SSW1 <— SSW_MAIN	0.562	0.611	-0.049
SSW2 <— SSW_MAIN	0.577	0.722	-0.145
SSW3 <— SSW_MAIN	0.691	0.779	-0.088
SSW4 <— SSW_MAIN	0.279	0.656	-0.377
SSW5 <— SSW_MAIN	0.663	0.675	-0.012
OBSE1 <— OBSE_MAIN	0.574	0.687	-0.113
OBSE2 <— OBSE_MAIN	0.686	0.847	-0.161
OBSE3 <— OBSE_MAIN	0.721	0.837	-0.116
OBSE4 <— OBSE_MAIN	0.804	0.708	0.096
OBSE5 <— OBSE_MAIN	0.589	0.782	-0.193
OBSE6 <— OBSE_MAIN	0.798	0.817	-0.019
ATKS1 <— IKS_MAIN	0.619	0.56	0.059
ATKS3 <— IKS_MAIN	0.621	0.629	-0.008
IKS1 <— IKS_MAIN	0.617	0.641	-0.024
IKS2 <— IKS_MAIN	0.566	0.624	-0.058
IKS3 <— IKS_MAIN	0.853	0.83	0.023
IKS4 <— IKS_MAIN	0.81	0.819	-0.009
IKS5 <— IKS_MAIN	0.742	0.758	-0.016
ATKS4 <— IKS_MAIN	0.766	0.83	-0.064
ATKS5 <— IKS_MAIN	0.585	0.509	0.076

Hypotheses Testing

Hypotheses between variables were tested using Structural Equation Model (SEM) (see Figure 2). The results show that employees' ATKS has significant effect on employees IKS (β = 0.41, p < 0.03), whereas AER (β = -0.05, p < 0.083) and ARR (β = 0.04, p < 0.526), have no significant effect on ATKS. SSW (β = 0.14, p < 0.007), OBSE (β = 0.41, p < 0.001) had significant effect on employees' knowledge sharing attitude.

TABLE 7
Results of Hypothesis Testing

Hypothesis	Research Proposed Paths	Coefficient
H1	ATKS → IKS	(0.41***)
H2	AER → ATKS	(-0.05)
H3	ARR → ATKS	(0.04)
H4	SSW → ATKS	(0.14**)
H5	OBSE → ATKS	(0.41***)

***p<0.001, **p<0.05

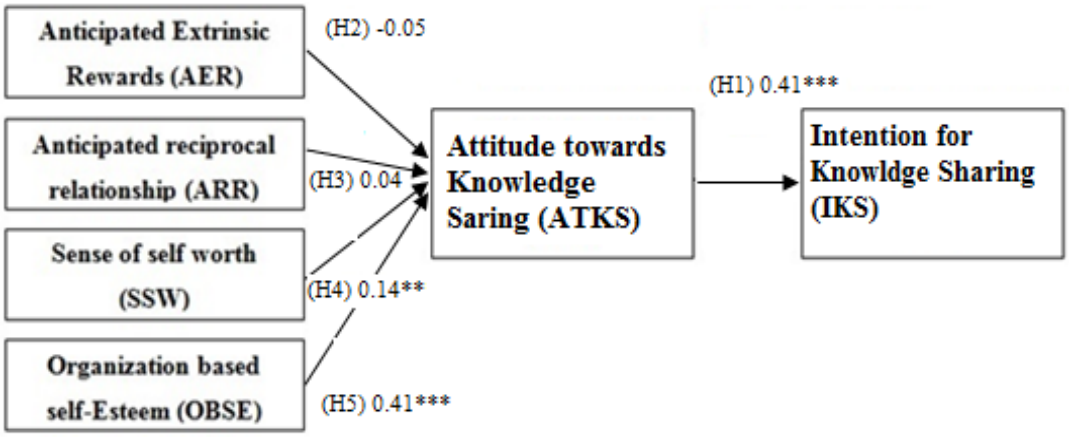

FIGURE 2. Results of SEM

DISCUSSION AND CONCLUSION

A model has been proposed in this study to investigate the factors that affect knowledge sharing attitude and IKS among employees of Islamic banks, while the TRA has been selected as the theoretical perspective. It has been found that all the proposed relationships are accepted except the two. Results were consistent with TRA (Fishbein & Ajzen 1977) and other previous studies (Bock et al., 2005; Lin, 2007; Palo & Charles, 2015).

Results show positive relation between attitude and intentions. It is found that the OBSE and SSW have positive significant influence on attitude. Further, by using Dominance Analysis (DA) it is found that OBSE has the most strong positive influence on knowledge sharing attitude, among all others, with the path coefficient of $\beta = 0.41$. It means that Islamic banks support is highly appreciated by employees working there and they feel that they have esteem based on the Islamic banks. Therefore, Islamic banks should pay special focus on their support for employees which ultimately boost their KS feature. Similarly, SSW results are consistence with previous studies (Kankanhalli, Tan, & Wei, 2005; Phan, 2013). Results support that employees are encouraged to sharing knowledge when they get positive feedback regarding their shared knowledge and find their knowledge to be useful for other employees and organization. Continuous feedback management system could be helpful for encouraging employees by showing usefulness of their shared knowledge.

Remaining two factors i.e., ARR and AER have no effect on attitude. Results for ARR contradict with previous studies (Bock et al., 2005; Palo & Charles, 2015; Phan, 2013). The negative result could be due to cultural differences as previous studies were conducted in western culture and this study is conducted in Pakistani culture. Organization culture and relationship among colleagues can influence employees KS behavior (Razmerita, Kirchner, & Nielsen, 2016). Likewise, results of AER also contradict with previous studies which found AER negatively influencing attitude (Bock et al., 2005; Fullwood & Rowley, 2017; Seba et al., 2012). It means that AER could change employee's attitude for short period only, it works just as a trigger (Kohn, 1993). Therefore, reward system is not necessary for increasing KS. The inconsistent results of AER show that there might be possibility of moderators like contextual condition or personality, etc.

Theoretical Implications

This study investigates the relationship between factors affecting ATKS and IKS among employees of the Islamic banks. Islamic banks have so far created their separate identity among financial institutions. The rapid growth and innovation of financial products to cater the needs of customer in the light of Islamic rules made Islamic banks not only popular, but also made it a contributor to growth of economy as the people are increasingly adopting Islamic banking. However, despite growing importance of Islamic banks, researchers pay little attention to Islamic banks specifically on KS which is key element for the growing institutions or organizations. Keeping an eye on importance of Islamic banks in modern world, the unique contribution of this research is investigating factors that affect KS among Islamic banking employees. Previously, researchers had confirmed the relationship in other industries, this study specially focused on Islamic bank to test the relationship.

The proposed model investigated the factors affecting knowledge sharing attitude and intention. The study empirically confirms the relationship between motivational factors, attitude and intention. It finds that SSW and OBSE have significant positive effect on attitude, while AER and ARR have no effect on attitude. Result of SSW and OBSE are similar to that of the previous studies, while that of AER and ARR, are contradicting to previous studies. Further, it finds that knowledge sharing attitude has positive effect on IKS. Difference in results may be due to difference of culture, organization structure, etc.

Practical Implications

Following recommendations can be made for Islamic banking industry on the basis of the results of the study: Firstly, the study found that AER had no effect on attitude. It shows that Islamic banks should not go for the rewards system, they should adopt alternative methods to improve KS. Secondly, result of ARR shows no effect on attitude; hence, Islamic banks should pay more attention on relationship building to encourage KS. Orientations, communities formation, informal gathering should be conducted to improve KS. Thirdly, to further improve KS, efficient feedback system may be developed to improve KS. Further, special motivational seminars should be arranged to improve self-efficacy, which ultimately enhances KS. Last, but not the least, Islamic banks can boost KS by ensuring proper career

plans and educational support.

Limitations and Future Study

For this study, Sample of 313 was drawn from Islamic banking industry. However, larger sample size could give more appropriate results. Further, to confirm the generalizability of the proposed model, it can be tested in different settings. To confirm the effect of factor, long term longitudinal data might be analyzed. Second, the study used TRA as base theory; in future TPB might be adopted for investigating sharing of knowledge. Third, current study only focused on some of the preceding factors; however, to get better picture it is suggested that future studies should also include other factors like 'loss of power', 'organizational commitments' etc. Forth, in future studies, researcher may pay attention to other influential and moderator variables, like trust, technology, loss of power, organizational commitment, time, organizational structure, gender, etc.

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