

Determinants of Knowledge Sharing: An Empirical Study in Moroccan Sports Federations

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Abstract

Considering that knowledge sharing is one of the dimensions of organisational knowledge management, its definition refers to the provision or receipt of information relating to work, skills and feedback on the product of work (Cummings, 2004; Kim & King, 2004), while business knowledge or knowledge specific to the functioning of an organisation is defined as 'explicit information related to work and the implicit skills and experience necessary to perform tasks' (Nonaka & Takeuchi 1995, Kubo, Saka & Pam, 2001, p. 467). And which generate shared intellectual capital (Liao, Chen & Yen, 2007).

This research presents the dimensions that promote the strengthening of knowledge sharing within Moroccan sports federations. A theoretical model based on previous studies was also tested experimentally. This theoretical model includes seven considerations: organisational support, organisational culture, leadership, digital tools, organisational structure, reward and recognition systems, and individual behaviour in the area of knowledge sharing.

Data were collected from 225 federation members and tested using partial least squares structural equation modelling (PLS-SEM). The results reveal the significant impact of organisational support and organisational culture on trust and cooperation, which lead to knowledge transfer. Leadership emerges as an important motivator by encouraging example and sharing. Access to appropriate digital tools, a flexible organisational structure and tailored incentive mechanisms also promote the institutionalisation of knowledge-sharing practices to make them more effective.

These results highlight the need to align organisational dimensions with individual activities in order to make knowledge sharing an essential factor in collective performance.

Keywords: knowledge sharing, knowledge management, moroccan sports federations, structural equation modelling (PLS-SEM)