IMPACT OF ETHICS ON KNOWLEDGE CULTURE IN INDIA: A STUDY OF IT/ITES SECTOR

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Delhi, May 2024 NISHANT GAUR

CANDIDATE'S DECLARATION

I Nishant Gaur hereby certify that the work which is being presented in the thesis entitled "Impact of Ethics on Knowledge Culture in India: A Study of IT/ITes Sector", in partial fulfillment of the requirements for the award of the Degree of Doctor of Philosophy, submitted in the Department of Delhi School of Management, Delhi Technological University is an authentic record of my own work carried out during the period from July 2016 to May 2024 under the supervision of Dr. Vikas Gupta.

The matter presented in this thesis has not been submitted by me for award of any other degree of this or any other institute.

Candidate's Signature

This is to certify that the student has incorporated all the corrections suggested by the examiners in the thesis and the statement made by the candidate is correct to the best of our knowledge.

Signature of Supervisor **Signature of External Examiner**

CERTIFICATE BY THE SUPERVISOR

Certified that **Mr. Nishant Gaur** (2K16/PhD/DSM/04) has carried out their search work presented in this thesis entitled **"Impact of Ethics on Knowledge Culture in India: A Study of IT/ITes Sector",** for the award **of Doctor of Philosophy** from Department of Delhi School of Management, Delhi Technological University, Delhi under my supervision. The thesis embodies results of original work, and studies carried out by the student himself and the content of the thesis do not form the basis for the award of any other degree to the candidate or to anybody else from this or any other university or Institute.

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ABSTRACT

Knowledge culture facilitates opportunities for achieving competitive advantage through better handling of information, rapid response to market dynamics and fluctuations in business environment. But in many instances, the existence of knowledge culture is seen in universe of dynamic tension because of disrespect to privacy, conflict of knowledge ownership, data theft, etc. Also, the knowledge is hoarded, suppressed, distorted, and misappropriated for self and organizational motive. Knowledge culture facilitates manipulation and misappropriation of knowledge at sourcing, acquisition, storage, and dissemination phase. Knowledge can be created, acquired, omitted, amplified, distorted and diminished. This different side pertaining in knowledge culture suggests organization to have an ethical inclination. Knowledge is an asset that grows with time and gives an edge to the companies to innovate and compete. The literature on knowledge culture predominantly discusses its positive view that it encourages knowledge creation, sharing, storage, and its future application. The utopian view or knowledge culture Nirvana fails to address unethical issues that are faced by organization which includes distortion, suppression, and misappropriation of knowledge. The ethical orientation of an organization nurtures its knowledge culture with trust, data privacy, intellectual property, and intellectual capital protection.

It is noted that there is a lack of research on integrated ethical frameworks that support all KM processes, including knowledge creation, sharing, storage, and application. There are no comprehensive studies on ethical components and prevailing knowledge culture in an organization. Very little research has been done on how ethical considerations affect all knowledge management activities in IT/ITes firms. In light of this, this research aims to define the various ethical and knowledge culture elements for IT/ITes firms while keeping in mind how they are related. The specific aim of the study is to analyze the effect of ethics and related aspects existing in the organization environment on their knowledge culture in context to IT/ITes sector organizations.

In the theoretical framework, there are 41 sub-constructs, including 14 items on knowledge culture and 27 items on ethics. The 27 items under Ethics are Organizational values and ethical climate (Trust, honesty, Fair behaviour, Humility, Criticism taking, and Perseverance in work); Commitment and responsibility (Responsibility, Working conscience, Commitment, Loyalty, and Foresight); Intellectual ownership and trusteeship (Secrecy, Intellectual property right, Trusteeship, and Care in authenticity); Team working morale (Council with others, Helping and empathy with others, Affability, and Self-control); PRIMES (Personality, Integration of morality, Moral ecology, and Skills & knowledge); Ethical issues (Socioeconomic issues, Technical issues, Knowledge hoarding, Manipulation & misappropriation and Property & privacy right conflict). The 14 items under Knowledge Culture are Culture for knowledge creation (creativity, motivators and rewards, openness to change, top management support), Culture for knowledge sharing (sharing information freely, working closely with others,

developing friends at work, open communication of knowledge, knowledge sharing by experienced employees) and Culture for knowledge storage and knowledge application (Information system & expert system for knowledge storage, retrieval, & dissemination, communication & free flow of information, employee empowerment, and tolerance to honest mistakes, organizational climate for innovation). The current study utilizes a sample size of 509, the main participants for the survey-based study are the professionals at non managerial and various managerial positions working in IT/ITes organizations in India. The NASSCOM-member organisations are where the data for the current study was gathered. Because it focuses primarily on information technology and related sectors, the organisation was chosen for the present research because it is a member of NASSCOM.

The descriptive research design is adopted and symbolic sample is chosen using convenience sampling. The questionnaire used as the quantitative research instrument constitutes 41 items developed on a Likert 7-point scale for collecting the interval data. A multi staged analysis was conducted on the primary data starting with descriptive statistics, confirmatory factor analysis (CFA) and finally testing the hypothesis with structural equation modelling (SEM). The factor structure was confirmed using CFA, reliability and validity was checked through composite reliability (CR) and validity was established through SPSS and SEM and checking the model fit measures.

This research results that Ethics prevailing in IT organizations does affect their knowledge culture. Through knowledge creation, knowledge sharing, knowledge absorption, and higher quality information that enable quick reaction to changes in the business environment, knowledge management may be employed in an organisation to create a competitive advantage. By collecting specialized knowledge and preserving essential business information, knowledge management may help boost an organization's intangible assets. Knowledge should be acquired, improved, maintained, and disseminated via ethical reasoning. Executive managers, knowledge workers, and others face ethical dilemmas and issues but with organizational values and an ethical climate, employee commitment and responsibility, intellectual ownership and trusteeship, and team working morale, it is possible to develop a culture for knowledge generation, sharing, storage, and application.

LIST OF PUBLICATIONS

S.NO	Title of Paper	Name of the Authors	Name of the Journal	Indexing status of Journal
1	Analyzing the concatenation between ethics and Knowledge culture in Indian IT sector	Mr. Nishant Gaur & Dr. Vikas Gupta	Sage Open	The journal is ranked and indexed by SSCI; Scopus; ProQuest; ERIC; DOAJ
2	Analyzing the ethical impact on knowledge management approach of organization	Mr. Nishant Gaur & Dr. Vikas Gupta	European Economics Letters	The journal is ranked and indexed by ABDC; Academia; AcademicKeys; Beschreibung; EBSCOhost; EconPapers; EuroInternet; FINNA; Google Scholar; IDEAS; Index Copernicus; International Journals Master; Library Intelligencer; The University of Melbourne Publisher: European Economics Letters Groups Field of Research: 3801 ISSN: 2323-5233 ISSN Online: 2323-5233
3	Impact of Ethical Behavior on Knowledge Culture of an Organization	Mr. Nishant Gaur & Dr. Vikas Gupta	Empirical Economics Letters	The journal is ranked and indexed by ABDC; American Economic Association (AEA); electronic indexes;

				Cabell's Directory of Publishing Opportunities in Economics and Finance; ERA (Excellence in Research for Australia). Publisher: Dr. Mohammad A. Wadud Field of Research: 3801 ISSN: 1681-8997 ISSN Online: 1681-8997
4	Ethical Framework For IOT in People Analytics: Risks and Opportunities	Mr. Nishant Gaur & Dr. Vikas Gupta	International Journal of Intelligent Systems and Applications in Engineering	The journal is ranked and indexed by Scopus; TR Index; IndexCopernicus; Global Impact Factor; Cosmos; Google Scholar; JournalTocs; IdealOnline; OAJI; ResearchGate; ESJI; Crossref; ROAD. Publisher:Ismail Saritas E-ISSN:2147-6799

5	Exploring the relationship between ethics and knowledge culture: A conceptual framework for successful organizations	Mr. Nishant Gaur & Dr. Vikas Gupta	Academy of entrepreneurship Journal	The journal is ranked and indexed by Scopus; ISI Indexing; Index Copernicus; Gdansk University of Technology; 20Scope Database; Lexis Nexis Questia Case Centre; ProQuest; Mirabel; Cengage Gale; Euro Pub; Google Scholar; Scientific Indexing Services (SIS); Publons; OCLC- WorldCat; CiteFactor; China National Knowledge Infrastructure (CNKI); JournalTOCsOpen J Gate Publisher:Allied Business Academies ISSN:1087-9595E-ISSN:1528-2686
6	Devising a Knowledge Culture	Mr. Nishant Gaur & Dr. Vikas Gupta	Journal of Contemporary Issues in Business and Government	listed in Business Source Elite; Business Source Premier
7	An Exploratory Factor Analysis For Developing a scale of Ethics: A Knowledge Management Perspective”	Mr. Nishant Gaur & Dr. Vikas Gupta	Delhi Business Review	listed in CABELL'S Directory, USA; Index Copernicus (IC value of 82.78); ProQuest;The Indian Journal of Commerce;EBSCO.

8	”Role of Emotional Intelligence in Development of Knowledge Based Leader	Mr. Nishant Gaur & Dr. Vikas Gupta	International Journal of Management Research	a peer-reviewed biannual journal published jointly by Apeejay School of Management, New Delhi (India) and Thomas Jefferson University, Philadelphia (USA).
9	An Exploratory Factor Analysis For Developing a scale of Ethics: A Knowledge Management Perspective	Mr. Nishant Gaur & Dr. Vikas Gupta	International Conference on Managing Digital Revolution: Inventing Future India”	International Conference proceedings
10	“Exploring the relationship between Ethics and Knowledge Management: A Conceptual Framework for Successful Organizations”	Mr. Nishant Gaur & Dr. Vikas Gupta	17th Global Conference GLOGIFT, “Transforming Organizations through Flexible System Management	International Conference proceedings

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List of Abbreviations

ICT: Information communication technology
KM: Knowledge management
HR: HumanResource
NASSCOM: National Association of Software and Service Companies
MNC: Multinational Corporation
GPTW: Great Place to Work
PKM: Personal knowledge management
SECI: Socialization-Externalization-Combination-Internalization
LPD: Lean product development
CVF: Competency and values framework
PRIMES: Personality, integration of morality, moral ecology and skills & knowledge
IT-BPM: Information Technology and Business Process Management
GDP: Gross domestic product
BPO: Business Process Outsourcing
AVE: Average variance extracted
MSV: Maximum shared variance
CR: Composite reliability
CFA: Confirmatory factor analysis
DF: Degrees of Freedom
CFI: Comparative Fit Index
RMSEA: Root-mean-square error of approximation
RMR: Root mean square residual
CMIN: Chi-square minimum
GFI: Goodness of fit index
NCP: Non-Centrality Parameter
FMIN: Index of Model Fit
AIC: Akaike Information Criterion
ECVI: Expected Cross Validation Index
SPSS: Statistical Package for Social Sciences
AMOS: Analysis of Moment Structures
KMO: Kaiser–Meyer–Olkin
VIF: Variance Inflation Factor
SEM: Structural Equation Modeling
MLE: Maximum likelihood estimator

CHAPTER 1

INTRODUCTION

1.1 Introduction

The transformations within the business transactions, the shift to ‘knowledge economy’ and the unused data age has brought modern resources utilized by companies in commercial forms. Within the time of industrialization, companies have made esteem by the physical change of tangible resources (land, buildings, gears and supplies) into goods. In contrast to the mechanical period, in IT era, the value of significant “intangible” assets essentially rises and "intangible" resources are becoming a major source of competitive advantage (Mitrovic et al., 2008). The senior management of companies that are concerned about their better business performance has recognized that the market value of their property rises with more prominent cooperation of "intangibles" also referred to as intellectual assets complementing substantial tangible assets. In an economy based on knowledge, "intangible" assets are the key determinants of a company's ability to succeed competitively. The most important business systems are increasingly recognized by enterprises as knowledge management systems. Subsequently, Knowledge is recognized as a crucial resource for businesses, providing a source of advantage and success in the market. (Jelenic, 2011).

Over the years, knowledge management has been a prime topic of conversation. The need of knowledge management has now gained widespread recognition as businesses in developed economies switched from physical assets to intellectual resources. Since 1995, the literature field has experienced an epidemic of expanding concept of knowledge management. These days, it's uncommon to find a conference or journal article without a key topic referencing the concept of knowledge management. Thus, it is impossible to overstate the importance of knowledge management as a key tool for business and society (Omotayo, 2015). Knowledge management has emerged as the newest buzzword, claims Desouza (2011). Knowing that organisations compete on their knowledge-based resources has sparked a lot of

interest in knowledge management. Indeed, the success or failure of non competitive business associations (such as governmental and charity organisations) depends on their ability to utilise their knowledge-based resources. According to Teng & Song (2011), today, all economic sectors, not only knowledge-driven organizations in high-tech industries, must prioritize knowledge management. The common and fundamental presumptions that an organisation develops while adapting to its environment and understanding concerns of external adjustment and internal integration that are taught to modern individuals as the proper technique to grasp those challenges may be termed as organisational culture (Alvesson, 2012). Each organization has its own culture, which grows over time to both explicitly and implicitly reflect the company's values and beliefs. The organization's core values, guiding principles, and mission serve as a manifestation of its visible culture, in contrast to an unspoken set of values that governs how employees behave and perceive their work environment (Keyton, 2010). When taking into account vast and physical data and communication technological infrastructure, organisational culture transforms more constantly than any other company resource. The culture is considered to be solid when workers react to motives because of their adjustment with it. Alternately, it is said to be powerless when there's small adjustment among employees, and control is worked out with authoritative orders. For an organization to succeed and flourish, a knowledge culture must be created that helps the organization to manage with its external environment. Organizations that are more effective in actualizing knowledge management activities, exemplify both operations and people-oriented qualities. Generally, a learning culture is an organizational environment that values, empowers, rewards, and utilizes the learning of its individuals, both independently and collectively (Serrat, 2012).

Sharing knowledge involves organizing task knowledge and experience to help others and collaborating on problem-solving, coming up with new ideas, or putting policies or programs into action. When working with other experts or preserving, organising, and documenting knowledge for others, information can be shared through textual letters or in-person encounters. One knowledge-centred action that staff members may take to support knowledge application, advancement, and ultimately the company's competitive advantage is knowledge sharing (Wang & Noe, 2010). Important information that each employee possesses and shares with others facilitates the utilization of data as a whole. Workers frequently refuse to share their information since doing so converts their crucial information into an open good, despite the organisational advantages of doing so. Sharing knowledge offers people access to specialised information and allows them to pursue rewards like status and reputation. Collaboration and encouraging a non-competitive climate at work likely to have trustworthy practises when it comes to information sharing, which in turn influences tacit knowledge sharing. Whilst, organizations having cultures stimulated by competition and accomplishment will outline less trust-worthy associations and will have negative impacts on knowledge sharing (Wiewiora et al., 2014). Managerial commitment, emotional insights, fear, the proximity of the chain of command within the authoritative structure, the requirement

for social arrangement, age and gender contrasts, a lack of resources, a conflict of thought processes, vulnerability, underestimation of lower levels, and conflict avoidance are all factors of culture that have been found to support or hinder knowledge sharing in organisations. The overall environment of the workplace is said to hinder information sharing. On the other hand, it was believed that communication, information frameworks, rewards, organisational structure, and belief were both visible and invisible aspects of the organisational culture that were compelling in terms of knowledge sharing. Any of these elements' performance improvements would make it possible to assess how the organization's knowledge sharing has evolved. Organizational cultures that are supportive, flexible, open to improvement, and where there is a common goal among all staff boost knowledge sharing (Kathiravelu et al., 2014). Al-Alawi et al. (2007) claim that a variety of organisational characteristics may be utilised to evaluate how organisational culture affects knowledge sharing. Interpersonal trust or belief among co-workers is a crucial component of business culture that is recognised to have a substantial impact on information sharing. Members of the group must feel secure enough to respond honestly and impart their knowledge. The use of body language and vocal communication among staff members are examples of human interaction. Social networking at work significantly improves interpersonal interactions. This method of communication is essential for promoting the dissemination of knowledge. Organizations create or maintain knowledge repositories using a variety of data structures to encourage knowledge sharing, where employees may electronically share their abilities and other employees have the chance to contribute their experiences. To share knowledge, employees need strong motivation. The employees don’t share their knowledge without giving a thought that what can be gained or lost from their knowledge sharing behaviour. When designing remunerative frameworks, supervisors must take the importance of teamwork and the exchange of best practises into account. The idea is to show ways in which exchanging knowledge and even communicating are stimulated and unquestionably compensated. Such incentives must be determined by collective rather than individual achievement. Typical characteristics of traditional organisational structures include convoluted levels and lines of accountability with specific areas of interest in data reporting methodologies. Nowadays, the majority of directors are aware of how bureaucratic structures impede operations and restrict data flow. Furthermore, these techniques frequently consume enormous amounts of time for information to flow through each level. Information sharing is successful when there are fewer divisional borders and supports for easy data flow.

Ethics are the principles and standards that one uses to guide actions and decisions. A collection of guidelines used by an organisation to guide its choices, plans, and actions may be referred to as a code of ethics (Singer, 2011). Organizational ethics includes a variety of guidelines and expectations that determine how individuals should conduct themselves in the workplace. It also makes reference to the behaviour expectations of employees in a certain company. Recently, organizations have become considerably more focused in establishing ethical codes and organizing moral

committees to guarantee moral compliance inside the organization, as an ethical environment is the main component of organizational culture, which influences the standard administrative methodologies. It can engage fulfilment and commitment, which are basic for the consolation of employees (Butts, 2012). The distinctive angles of ethics and morale (in common application) such as proficient ethics, organizational morals, personal ethic and working morals, are considered extraordinarily significant in conjunction with perplexing changes in technology and innovation. Ever–increasing complications of organizations and increased level of unmorality and unreliability in working situations have centred the consideration of managers and owners to see things of professional morals and administrative ethics. The ethics of authority influences the ethics of the work environment and makes a difference to create the ethical choices and decisions within the work environment (Trevino et al., 2006). Within the wake of the ethical disappointments of twenty-first century organizations, an expanding number of organizations are improving their commitment to the ethical coverage within the business module in proportion due to the unethical leadership revealed at all levels of organizations. The importance of ethics in business administration also depends on how much responsibility a corporation is prepared to take on. An organisation that firmly believes in its objective would be considered ethical in the pro-active mode (or at least for the benefit of society). Reactive mode would mean that the organisation, while conscious of its social responsibilities, reacts to urgent situations rather than anticipating them (Dobel, 2018).

Within the organizational viewpoint, knowledge must stream inside the organization to encourage development and competitiveness. It is crucial not only for people but for organizations too to progress their performance and to go up against ethical clashes. Organizations have recently ended up being more centred on building ethical working climates, as this can be a key component of organizational culture influencing general managerial approaches. Currently, knowledge is a crucial organizational advantage for business success. The foremost common sort of management these days is the framework of knowledge management, which, much obliged to its structure and action, empowers not only people but groups too to share and apply knowledge collectively and methodically to attain business objectives. Current models of knowledge management seem to neglect the significant moral and ethical considerations that are involved in the creation, maintenance, and sharing of knowledge. Managers should be conscious of the fact that knowledge is tied to people (human resources), posing a sizable number of moral and ethical dilemmas across the knowledge continuum (Casimir et al., 2012). Structured distinctions in group levels, knowledge administration frameworks, incentive frameworks, and the type and design of social networks or organizational authoritative frameworks can all have an impact on knowledge sharing. In terms of cognitive recognition, organizational culture and a person’s points of view around standards (e.g. reciprocity norms, subjective norms, and performance targets) play a key role (Carrillo et al., 2007).

Employee work ethics are the governing principles that serve as a guide for employees while they perform out their work obligations within the firm. Employees' cumulative ethical behaviour paints a picture of the organization's principles. Morals are not applied to or focused at employees in the traditional sense because the standardising is derived from corporate ethics. This suggests that the management strategy for employees should be ethical, including decency and transparency regarding salary, career opportunities, and employee performance evaluations. Therefore, every moral choice made inside a business involves both management and employees (Sapada et al., 2018). It has been established that ethics play a key part in knowledge management jobs. Secrecy, intellectual property, belief, concern for sincerity, and assurance are just a few examples of ethical criteria that play a crucial role in allowing people and organisations to go from individual, unambiguous knowledge to collective and organisational expression as well as storage (Akhavan et al., 2013). Organizations are engaged in different exercises and their success is dependent on their performance in different areas. Clearly, in this respect, it is essential to learn the ways to handle and manage organizations based on values, which is additionally a vital viewpoint of professional ethics. Recognizing and observing ethical standards is exceptionally imperative in an organization. Organizations with tall proficient ethics and collaborative culture have high employee devotion and client loyalty. An organization's ethical culture reflects positive impact on employees' moral choices (Khayatmoghadam, 2020). Organizations that follow and practice principles of ethics, morals, and values have understood the importance of including ethical principles and practises propagated throughout the entire organisation while also -becoming essential to the management of the organisation. Successful administration is dependent on procedures like the creation of ethical and creative business execution. It is one of the most important and effective perspectives on how people behave in workplaces. Businesses spend significant sums of money training viable pioneers because ethical authority in knowledge management is the cornerstone for an organization's long-term existence and success. It is well known that integrating morality into organisations requires sincere trailblazers who advance the organization's moral purpose, vision, and objectives (Grigoropoulos, 2019). Group pioneers play an imperative role in making a difference to encourage knowledge sharing inside groups by cultivating an open trusting environment, driving by case, setting expectations, encouraging openings for group individuals to share thoughts and recognizing the commitments of group individuals. With this aim, the subsequent sections present the background for this research as well as the problem area that needs further study. The significant contribution that will be accorded through this research in context to IT/ITes business organizations is also explained.

1.2 Research Background

Knowledge, in the opinion of Davenport and Prusak (1998), is a dynamic combination of experience, values, significant facts, and in-depth understanding that furnishes the structure for assessing and assimilating new information. According to Davenport & Prusak (1998), knowledge must take into consideration human input such as context, experience, and explanation in order to be considered valuable. Knowing the essential elements of knowledge and the best practices for managing knowledge resources is crucial for businesses since knowledge is today the main source of competitive advantage. Since knowledge is context-specific, it is concerned with meaning (Drucker, 2000). This suggests that in order for information to be useful to its users, the context, or the general conditions and effects, in which it is created and used, must be understood by and involved with. This suggests that a knowledge storehouse must also preserve the conditions under which the information was produced in order to be helpful. Due to its context-specific nature, such information challenges the notion that knowledge can be applied universally (Machlup, 2014). Knowledge is a fundamental element in knowledge management. Without management skills and expertise, knowledge management is impossible.

In knowledge management literature, there has been a varied kind of knowledge forms but majorly, common forms found are ‘Tacit and Explicit’ and ‘Individual and Group/Social’ knowledge. Tacit knowledge is deeply embedded in behaviours and is extremely hard to communicate or transmit. Moreover, tacit knowledge is exceptionally difficult to verbalize in words and needs a few representations and drawings. It is simple to communicate, convey, preserve, and interpret explicit information. Furthermore, with the use of a few information and communication technology (ICT) media, explicit knowledge is finally documented and each person can use it, making it publicly available. Personal knowledge is the information that each person have in their head. This information may be framed by a person's experiences, abilities, and aptitudes. The type of knowledge that is shared or held inside working sets of groups is known as group knowledge. Group knowledge can also be implicit or explicit, depending on the group's makeup. Knowledge management is critically significant for any kind of knowledge, be it tacit or explicit (Ahmad & Khan, 2008).

The notion of knowledge management showed up within the early 1990s in different domains namely business administration, public policies, healthcare, information frameworks, and library and information sciences. In many fields of knowledge in the twenty-first century, such as "education, cognitive science, health, humanism, management science, data science, computer science, data and innovation, economics, reasoning, psychology, knowledge designing, artificial intelligence, and all

business sectors," knowledge and knowledge management have become the most crucial professional component." (Adekanmbi & Green 2015). Within the first two decades of the 20th century, the idea of knowledge management significantly increased in significance in the business world. Knowledge management in the era of globalisation sought to boost business performance, competitiveness, and innovativeness (Podgorski, 2010). The new century gave rise to several diverse concepts of knowledge management. As of right now, knowledge management is not defined in one way. Analysts have given this statement several different meanings. The identification, generation, conservation, sharing, and utilisation of important individual and group knowledge assets are made possible by the systematic and efficient administration of processes known as knowledge management. Its non-theoretical manifestations include information management and organisational learning (Serrat, 2009).

From a different perspective, the identification and classification of the various forms of knowledge currently present inside the organization, as well as the interpretation of where and how information is available, serve as the first steps in the knowledge management process (Little, 2010). Sbaffoni (2010) defines knowledge management as the systematic and necessary estimation that permits differentiating, supervising, and sharing information inside an organisation, as well as connecting people to build underutilised collective information beneficial to the goals of the groups. According to Rouse (2013), knowledge management is a phrase for a notion in which a company consciously and thoroughly gathers, organises, offers, and analyses its knowledge in light of its resources, archives, and human resource capabilities. According to McGlynn (2013), Knowledge management is to produce, store, and make precise and noteworthy data accessible to users and IT supporting organizations so that service interruptions can be handled swiftly and consumer enquiries can be answered convincingly. According to Jennex (2015), knowledge management is the process of intentionally appertaining information from earlier decision-making occurrences to present and following decision-making exercises with the explicit goal of increasing organisational efficiency. Jennex (2015) defines a knowledge management framework as one that encourages the gathering, preservation, recovery, and reuse of information.

Knowledge in its possession cannot give a competitive advantage to the business organization, but can facilitate through proper legitimate knowledge management. With knowledge management, it is envisaged that work would evolve in a way that utilises employee knowledge. Businesses are progressively engaging in knowledge and in the training of employees through diverse programs to get and create different knowledge and abilities. Perceiving the significance of knowledge and learning for successful business, worldwide companies have started to set up their special schools for learning, preparing and advancement of their existing employees along with other potential workers (Cucovic & Cucovic, 2014). Knowledge management is not just related to supervising knowledge as an asset, but managing business forms that involves

utilizing that asset as well. It ought to include the examination of existing information as an asset, also characterizing the purpose with respect to the creation, security and utilization of modern knowledge, at that point share, transfer and spread of information, compelling utilization of knowledge and estimation of performance. The knowledge is created from external sources through obtaining technology and programmes, hiring experts, leveraging experts, and forming crucial connections. The process of organisational learning and personal learning in a group of individuals are both examples of inner production of knowledge. In any scenario, the focus is mostly on the organisational units of the corporation that are in charge of research and development and staff training (Krstic, 2007).

Knowledge management has been substantially the foremost vital resource of an organization. Besides, organizations are presently realizing its significance due to its success elements such as reuse of past information, encounters and advancements. As the organization develops in size, it gets to be exceptionally difficult knowing each other, sharing experiences and concepts. Moreover, to discover fitting solutions of the issues and storing knowledge for future utilization, a legitimate procedure is required for storing and holding this most critical intellectual resource i.e. knowledge of organization. Subsequently, knowledge management helps with the method of sharing, disseminating, organizing, generating, retaining and understanding of knowledge concerning organization approaches, forms and products (Ahmad & Khan, 2008).

Edosio (2014) stated that knowledge management has the potential to complement value for any organization due to various reasons. Through faster decision making, knowledge management assists in improving the effectiveness of an organization by making the decision making time shorter and making the quality of decisions made better (Andriessen et al., 2000). Knowledge management and its technologies leads to reduced time spent on accumulating knowledge resources due to the fact that knowledge management provides a mode for storing knowledge assets and further time to be invested in development and distribution of knowledge. Knowledge management facilitates competitive advantage as because of the high competition within the business setting, varied organizations are utilizing their knowledge resources to offer unique competitive benefits. Organizations are steadily capturing, evaluating, distributing knowledge assets to direct their decision making processes. Through adoption of such insights and by making better informed decisions in a faster way, business organizations can outplay their competitors and can have provision of better quality services for their customers. Innovation is supported by knowledge management because it enables businesses to deliver cutting-edge products and services to their customers because of the distinctive organisational insights gained by monitoring and evaluating knowledge assets. Knowledge management initiatives, according to Epetimehin and Ekundayo (2011), assist organisations in sharing important organisational insights, minimising duplication of effort, avoiding the need to reinvent

the wheel, reducing the time required for employee training, protecting intellectual capital and adapting to shifting environments and markets. Knowledge management is fundamentally an essential skill for anybody working in any form of corporate organisation, and it contains several important components that help create a stronger knowledge management plan.

Each knowledge management practice's efficacy depends on how well people, processes, and systems are used (technologies). These are the three fundamental knowledge management foci, perspectives, factors components that interact with one another to achieve any knowledge management goal(s). For each knowledge management technique to be successful, these components must be in place. The core of knowledge management—people, also known as human resources—must be taken into account in all knowledge management practises. As previously said, knowledge serves as the foundation for knowledge management. Humans are the primary carriers of tacit knowledge, and even when information is explicit, people are still necessary to assure codification. The knowledge management processes, which refer to the procedures and actions used to develop knowledge management practises, are another important consideration. The third component of this system, systems or technologies, now refers to all sorts of tools that support knowledge management practise and execution. Technology is required for knowledge management to help the people and processes involved (Igbinovia & Ikenwe, 2017).

Before being used at organisational levels inside the company, the information must be widely shared. The way that people, processes, and organisational technology interact can directly affect how knowledge is distributed. For the organization's processes, services, and products, organisational knowledge must be put into practise. The organisation has to use the appropriate expertise since in the modern world, innovation and originality are the keys to success. The organizations test out different methods for utilizing their knowledge resources. The knowledge management process has five steps including knowledge production, validation, organisation, distribution, and application (Talebian, 2013).

Ethics play an important role in setting appropriate guidelines for the employees and foster smooth management. Ethics play an important role in ensuring smooth operations which would facilitate collaboration and enable an organization to get tasks executed seamlessly. The process of knowledge management complies with the ethical guidelines and often follows a trickle down approach where information is shared on a common platform for everyone to access. Some of the most common ethical guidelines which may be adopted by an organization involve confidentiality and the extent to which certain information may be disclosed (Wesarat et al., 2017). The inception of a new methodology for procuring and distributing knowledge across an

organization should comply with the general practices of ethics. The human resource manager is responsible of creating strong rules that encourage knowledge sharing while abiding by moral principles. The concept of ethics and its practice within an organization may also help in increasing the extent of goodwill (Turgut & Sokmen, 2018). The extent to which activities are undertaken with a sense of responsibility and consideration of morale is significantly important. It is also important to set a predefined set of rules and policy guidelines which in turn would help in smooth execution of activities. Ethics play an important role in how an organization should essentially focus on understanding how certain activities need to be planned to ensure sustainable operations. It is also crucial to understand how these factors would actually help in stabilizing activities within a system to facilitate collaboration across various levels. The evolution of knowledge management concepts over time and how it contributes to effective operations should be understood by an organization (Turgut & Sokmen, 2018). It is also important to understand the role of ethics in planning the process of training which would help in distribution of knowledge in an appropriate manner. Ethics also play a prime role in ensuring the process of disclosure which would also help an individual in understanding the manner in which knowledge may be imparted. The human resource managers have an important role to play in the process of training the workers and this would also help in understanding how these components would help ensure skill development among the group of employees within the organization. The role of ethics also incorporates the components of sustainable business practices and operations which would also enable the employees to work with a greater sense of dedication and responsibility. Ethics also includes factors such as ensuring the wellbeing of the employees and also focusing on stability and compliance which would help to ensure corrective action. It is also important for the organization to understand the role of policy making within an organization. An organization should lay down an appropriate framework of guidelines and operations which would also facilitate better decision making. In the case of IT firms which are responsible for working with huge volumes of data, it is important that the firm strictly lays down the principal framework and policy guidelines associated with data protection and confidentiality. Apart from this, the organizations should also ensure that the information is safely secured and made accessible only to authorized personnel. The role of ethics also includes the aspects of sustainability and corporate governance within an organization (Medeiros et al., 2017). It is important for an IT firm to create appropriate linkage effects in order to ensure appropriate resource utilization within a firm. Ethics are important in guiding the activities of the firm and this can also help in understanding how these components would help ensure proper activities in operations of business. It is also crucial for the organization to take into consideration the principal guidelines which must be followed by the employees so as to ensure that the activities are undertaken with a high degree of precision. The firm must understand that following ethical principles, procedures, and rules will be essential to make sure that organisational activities are accomplished successfully. (Hamidaton et al., 2018). In the case of IT organizations, it becomes mandatory to deploy security officers at all levels and also employ compliance and enforcement officers who are in charge of the operations.

An organization is also responsible for ensuring that activities are undertaken in an ethical manner. The availability of knowledge should not be misused by any organization and it is important to ensure that the confidential information should never be made accessible to third party users (Sabaa-Ayoun, 2020). Indian IT organizations are involved in developing projects on the basis of third-party contracts and this becomes essential to ensure that the client, for whom the project is being developed, complies with the highest standard of ethics. It also becomes essential to understand that an organization is also responsible for ensuring the availability of services as per agreements of the contract. Often it may become essential for the client to provide crucial information about their organization to the third party contractual project developers. This may include information such as crucial data including information of employees, payroll administration details and vital essentials. Apart from this, the contractual service providers like IT organizations should also be aware of details such as confidentiality clauses. They are not supposed to disclose such data to any other vendors. The service providers should also never misuse such data. Knowledge sharing involves a high degree of ethical compliance measures which need to be rigorously adopted to facilitate crucial exchange of information and provision of services across a wide array of platforms. It may also include components such as understanding the need to disclose essential information to members working on any particular project. For instance, the creation of an integrated cloud database platform would entail developing appropriate provisions for allowing access to only authorized individuals (Belinda et al., 2018). It should also contain attributes such as firewalls which may be used to block unknown access. Apart from this, an organization should also be involved in understanding the level to which information should be made accessible to third party vendors. A project developer in this case would ensure that vital organizational data are protected and kept out of reach of general employees and only made available to authoritative personnel like the administration department and the human resources department. In India, the component of knowledge sharing and storage is also accompanied by a high degree of its misuse. This frequently causes problems and may cause operations and company to stop. To enhance productivity in an ethical way, people must comprehend how knowledge should be created, distributed, and stored.

The repetitive inclusion of ethical practices within an organization often causes the same to be incorporated within the culture of the system. One of the most profound ways in which ethics are imbibed within the culture of an organization is when the top managers practice and lead the same through examples in daily operations (Shojayifar et al., 2017). Employees often look up to the management and tend to imitate their actions and way of behaviour. Actions through examples echo louder than words and when the management and other hierarchies lead through positive examples, it creates a mind-set among the individuals which causes them to adopt the same practices in order to ensure proper collaboration and execution of activities. In light of

this, it is important for the management to be mindful of their own actions and also take complete accountability for the same. The development of an ethical culture within an organization is possible through creation and dissemination of the official code of ethics which helps in sending out a clear message depicting the expectations to the employees (Rechberg, 2018). The ethics and code of conduct outlines the primary values and also lays down the guidelines as to how an individual is expected to behave under different circumstances. It is important to formulate codes of ethics and conduct in a manner that incorporates the areas of attire, attitude and behaviour. Apart from a written record, it is also important for the management to depict the same through their own actions as this would induce employees to imitate the same. A complex framework of hierarchy may not always make it possible for an individual to interact directly with their superiors (Serbancea et al., 2018). The inception of ethics within the cultural practices of an organization also involves factors which may include components such as inclusion of formal ethics training programs through seminars and workshops to lay down the organizational standards. It would also highlight the permissible behaviour which is deemed to be acceptable as per the norms of the organization. The process of depicting actual real-life examples can enable the employees to actually handle the possible ethical controversies which may occur (Rochman & Sulastri, 2019). The seminars can also induce the employees to work on their problem solving abilities. This may also involve consultation with peers and mentors in order to ensure proper exchange of knowledge. Additionally, it is crucial for an organization's manager to comprehend that people tend to act morally and ethically when they are affiliated with a company that upholds high standards for both. At times, it becomes difficult for the employees to report instances of unethical activities within the organization. Employees who are introverted by nature may often find it difficult to report such instances to the hierarchies (Ayodele et al., 2019). There are various ways in which an organization can enforce security measures for its employees. It is important for the organization to make arrangements for deploying an ethics counsellor or an ombudsman who can comply accordingly with the standard of ethics and practice. The inception of a culture in corporate organization usually begins at the top level following which it trickles down to the lower hierarchies. Rewards and incentives can also act to motivate the employees and this can cause them to follow the laid rules and regulations with a high degree of perfection. Corrective measures and actions should be taken against employees who may mistakenly violate ethics. This may involve providing feedback to the candidates which in turn would help them identify and address their own areas of weakness. The role of a leader is very crucial in laying down a prominent example which is followed by employees and implemented accordingly (Sulistyo, 2017). Managers should depict habits of honesty and sincerity in work processes and activities. This in turn would induce the managers to inculcate such habits among the employees and this would help in laying down proper standards of ethics and organizational practices.

The concept of knowledge management and ethics are closely interrelated. All levels of the organization use knowledge management extensively to accomplish

business objectives, but during this process attention is also given to issues like upholding ethical attitudes and behaviour. The management of knowledge is basically the responsibility of the organization's leaders. However, the leaders should also stress on aspects such as ethics and responsibility while undertaking business operations and activities (Uskali et al., 2020). A proper system of knowledge management process within an organization involves various components which may include formation of an effective and cooperative group followed by developing a positive thinking attitude and also taking essential steps to avoid stress and harm. Along with the process of knowledge and information sharing, there should be clearly established rules and ethical standards. It is important to understand that the process of sharing knowledge should also be accompanied by implementation of practices as per proposed regulations and code of conduct. The foundation of knowledge management is the idea of applying theory learned over years of study. In India, most of the IT firms deploy engineers and programmers who often work collaboratively on various projects (Singh et al., 2019). The aspect of sharing information or one's own knowledge entails a huge degree of liability as it would invoke an individual to share all of his own resources to another party. The system of knowledge management ensures that the internal ladders of ethical values are responsible for influencing the business relations. It is important for employees to assume complete accountability for the activities executed by them. If employees are responsive to sharing their knowledge to foster mutual growth, an organization may succeed. (Toulkeridis et al., 2018). Creating, utilising, and effectively transferring the knowledge are the main components of knowledge management (KM) in the IT sector. It is also important to account for aspects such as the manner in which an individual who has acquired knowledge uses the same. It is crucial to abide by ethically responsible practices in order to facilitate exchange of knowledge as that would help in undertaking activities with a high degree of accuracy. It is also important for the management of an organization to ensure that talent is harnessed.

The application of talent within an organization is crucial and it is important to empower an individual to harness skills in an appropriate manner. The knowledge of an individual plays a crucial role in increasing self-productivity. This can also lead to organizational success (Ossia & Ukpong, 2019). On ethical grounds, it is crucial to remember that an organization must provide its information to every employee, regardless of caste, creed, or gender. The employees should be paid in accordance with their hard work and the efforts. The management should also ensure that employees avoid disclosing essential information which would help prevent unauthorized access. The HR personnel of an organization is also responsible for understanding the areas of development and accordingly arranging for training programs for the employees. This would help in increasing the productivity of workforce. It is also crucial to understand that these factors would also be useful for imparting a sufficiently high degree of knowledge for facilitating growth. IT industries across India are susceptible to a wide range of security threats. This may be attributed to the large number of loopholes within the system of operations. In order to maintain ethical compliance, it is crucial for the

company to comprehend how rules and regulations should be modified (Kassim & El Ukosh, 2020). Businesses struggle with a great deal of issues related to knowledge management and the methods for sharing information to prevent its misuse. Ethics in knowledge management is briefly classified as meta ethics, normative ethics and applied ethics. While normative ethics is based on the application of principles and aims to regulate the incorrect codes of behaviour, meta ethics seeks to understand the origins of the principles and standards. The application of ethics extends to concepts and applications which involve factors such as dealing with controversial issues and dealing with established codes and principles (Leite et al., 2018). It is also essential to recognize the functions of knowledge intermediaries and the consumer. The producer is basically the creator of knowledge. In the case of IT organizations, this may be a software developer who is working on any particular project. The role of the knowledge intermediary involves packaging and preparing knowledge to ensure storage, revival and sharing. The most general type of knowledge which is used, involves the producer who is involved in using the knowledge at some particular point (Tang et al., 2019). In the IT industry, it has been highlighted that knowledge management applications include building a powerful digital repository. In case of centralization it has been observed that the digital courseware along with the content is curated from multiple sources and stored in a single platform from where it is made accessible. Such repositories are also responsible for potentially reducing the cost of operations and training by stimulating the process of informal learning. It is crucial to place focus on elements like access control, which would enable users to avoid accessing prohibited content through password protection, during the process of sharing digital knowledge (Abbas & Sagsan, 2019). It may also involve safeguarding proprietary information to ensure the protection of intellectual property. The repository can also be integrated with the process of learning management systems which may be blended in an appropriate manner to seamlessly ensure learning and talent management. The process of sharing information should also be accompanied by accuracy. It is unacceptable if the knowledge which is shared is not accurate and there are errors in the process of training or providing information. It is crucial for the employees of the organization to handle the process of managing knowledge in a proper layout. The component of ethics also plays a crucial role in highlighting how the information may be shared and exchanged across a wide array of platforms and the manner in which the same may be communicated to the stakeholders to maximize their benefit. Knowledge management systems also help in making provision for sharing and distribution of information and the same may be applied in case of IT industries to work on multiple projects in a smooth collaborative manner (Tang et al., 2019). The component of values and ethics also play a crucial role in improvising the process of knowledge management and this can help in retaining and circulating skill within the organization leading to an overall increase in the level of productivity. The proper planning of events in a sequential manner would help in strategic management of events.

1.3 Research Problem

In the current intellectual age, knowledge—also known as intangible and intellectual capitals—is essentially the most important factor. In other words, those companies will be successful in the face of variations and changes that can expand and enhance their knowledge. In essence, it is challenging to tap organisational knowledge reservoirs without learning. Businesses with strong learning cultures are successful in producing, securing, and exchanging knowledge as well as changing behaviours to reflect new information. Effective companies today are those that create new information or acquire it and convert it into plans that are put into action to advance their operations. To change their structure and performance, they employ cutting-edge and creative tactics. In this approach, taking ethical concerns into account is essential to meet the requirements of such organisations and being successful in creating supportive frameworks.

Great organizational culture, open communication and the best administrative dedication have proven to be essential to bring required transformation in terms of ethics within the organization. A strong ethical culture is exceptionally basic for high ethical conduct within the organization. Fulfilling great conduct leads to a better ethical culture. Each organizational approach, practice and framework should be planned in such a way so as to proliferate core values of the organization. It is only when ethics are consolidated into the regular conduct of the workers, a genuine ethical culture that's long enduring gets to be a reality. In today's competitive world, organizations are able to witness expansive sums of deceptive practices in nearly all businesses. While the significance of ethics inside a business setting is clear, what isn't so clear is its clarity. Knowledge is right now a key organizational asset for business success. In order to considerably lower the danger of losing organizational competitiveness, managers must be aware of the ethical challenges that can arise from knowledge management projects as well as the importance of trust.

As a result of the individual losing the exclusive rights to knowledge, the ethics of information exchanges and conversions became extremely important. Therefore, knowledge management could be an orderly issue whose effective usage needs a multilateral and by and large perspective on its variables, particularly manpower variables. Knowledge management is executed differently when ethics are supported by human resources. Subsequently, considering such ethical aspects and their association with knowledge management processes and their concepts with the organizations' culture is an issue highlighted within the current research. The counter-determinants of knowledge sharing include the paradoxical trade-off between keeping one's own tacit knowledge for personal efficiency and sharing it for organisational efficiency, as well as the application of ethics and self-interest. To preserve the good behaviour of employees

for information exchange, ethical behaviour is required by the firms. One of the unstudied and understudied areas of study and research is ethics in knowledge management. There aren't many studies in this field, as evidenced by the results of past study. Despite the fact that knowledge management has grown to be a significant interdisciplinary field of study, both within the field of information frameworks and beyond, there hasn't been much discussion of ethical issues, despite their importance to knowledge management frameworks and actors interaction, processes, and innovation in all knowledge management viewpoints, from plan to actual use.

1.4 Goals

This study was aimed at understanding knowledge management systems on the peripheral of ethical issues in order to investigate the relationship between ethics and knowledge culture at various levels of IT/ITes organizations. A quantitative study methodology that focused on the impact of several ethical dimensions on distinct facets of knowledge culture was used. The goal was to investigate the ethical difficulties that arose within the knowledge management undertaking, as well as to recognise the orderly issues of knowledge management, whose efficient application necessitates a multilateral and broad perspective on its factors.

The different variables pertaining to ethics and knowledge management culture as constructs were chosen to find the intrinsic relationship in order to quantify the phenomenon in the real world through measurement and substantiation. There are few studies where it is emphasised to examine the factors related to ethics as established codes and principles within organizations (Leite et al., 2018; Shojayifar et al., 2017; Kassim & El Ukosh, 2020) , and in other cases knowledge contribution and sharing were examined from employees' perspective to gain further insights (Toulkeridis et al., 2018; Tang et al., 2019). The role of ethics in knowledge management has, however, received relatively little attention from studies, and this area of study and research has lately come to light as being understudied. Similarly, the importance of ethics in acquiring knowledge, showing ways information can be shared and traded across a variety of platforms, as well as the ways that information can be disseminated to stakeholders to optimise their advantage, was explored, but the link was missing (Tang et al., 2019). The goal of this study was to address gaps in knowledge regarding the impact of ethics on the knowledge culture within the company by concentrating on numerous levels of the organization and placing a strong emphasis on knowledge management.

1.5 Research Questions and Research Objectives

The study's main aim is to analyse the impact of ethics in the workplace on firms' knowledge culture in the IT/ITes industry by addressing the following research questions.

1. To what extent ethical norms and codes are followed and practised in organizations?
2. How prevalent is knowledge culture in organizations?
3. Are existing ethical standards and codes in organizations closely associated with knowledge culture?

Aims and Objectives:

The specific aim of the study is to analyse the effect of ethics and related aspects existing in the organization environment on their knowledge culture in context to IT/ITes sector organizations. The further objectives of this study are:

- To investigate the ethical standards and codes that applies to organizations.
- To examine the knowledge culture that exists in organizations.
- To explore how ethics affect the organizational knowledge culture.

1.6 Contribution of the Study

The current study incorporates significant commitments to the literature in a few ways, essentially indicating that an organization that reflects ethical attributes and culture can, without a doubt, improve knowledge culture. The current study will give a few viable bits of knowledge which are ethically imperative in ensuring the well-being and distinction of employees. The study proposes that the ethical behaviour of managers can upgrade knowledge culture and, in this way, developing ethical authority is altogether imperative. In light of the lack of organisational resources, managers are working hard to identify the components that are most beneficial for comprehending employees' attitudes toward knowledge creation, sharing, storage and its effective application. In this manner, the results of this research can encourage managers to establish a proper knowledge culture. An organization must distinguish the importance of ethical administration. The study argues that fostering ethical behaviour, particularly when it comes to treating employees' self-confidence appropriately and exhibiting concern for their wellbeing, is directly tied to enhancing knowledge generation, sharing, storage, and utilization. Organizations must educate and fortify managers to be

enthusiastic in their part by taking on their duties, collaboration with employees warmly, and giving course, input, and ethical support.

The research examines the significance of an organization's ethical culture and environment because it may increase employee assurance, deepen organizational commitment, and develop a workforce that is both included and stays with organization. The study highlights that defining risk boundaries and moral corporate standards furnishes a structure that enables people to make the prominent judgements. The study emphasises that ethical components contributes to knowledge management because it overwhelmingly embraces the optimistic viewpoint that knowledge management empowers associations to gather substantial information and practises and make them available where needed, under the premise that it will be done so precisely, suitably, and with good intent, contributing to effectiveness, advanced managerial decision-making, and assurance of intellectual property. The study further highlights that connecting ethics and knowledge management can be accommodating in creating ethical conceptualizations of knowledge management for organizational as well as personal benefits. There is potential for study to fulfil this demand since people should be coordinated within the theory and strategy of knowledge management because they play a significant part in those processes. The current study emphasizes the necessity of an ethical knowledge management contract between organizations and individuals built on the ethical pillars of belief, reasonableness, and justice in order to establish people as significant and legitimate knowledge owners and increase their willingness to engage in knowledge management. The results of this study will help us comprehend the crucial function that ethical standards play in knowledge management systems. As a result, this study might open a new door in the area of organisational behaviour that addresses knowledge management and ethics. Finally, the findings will provide recommendations for further study in this area.

1.7 Barriers and Issues

The requirement to develop and test data collection tools based on the factors that affect knowledge culture in relation to the dimensions of ethics in the IT/ITes industry was one of the challenges. The tools required to appropriately capture factors affecting knowledge culture in relation to ethical dimensions also needed to be validated by an expert panel. Identifying the relevant and sufficient dimensions related to the main constructs of the study i.e. ethics and knowledge culture was another issue. Organizing the pilot study to evaluate the research instrument's validity with an expert panel that could review the suggested instrument was another challenge. The barrier was overcome by enlisting the help of qualified professionals and experts to assist in the instrument validation procedure.

Obtaining data was another significant obstacle. In order to get the necessary data, it was necessary to speak with people at various organisational levels and gather the data. Additionally, gathering survey data required time and effort, especially when it came to mailing surveys out and getting enough replies in a timely way.

The requirement to find noteworthy findings from the observations and surveys undertaken during the inquiry made data analysis difficult. This posed another barrier for the study. The time taken to analyse the quantitative data was a challenge. These barriers and issues were overcome by allocating enough time to conduct the analysis and application of relevant technology tools for accuracy and precision.

1.8 Assumptions, Limitations, and Delimitations

1.8.1 Assumptions

The fundamental premise of this study was that every participant in the data collection process provided truthful responses and showed the necessary effort to complete the survey. Second, after a brief explanation of each phrase in the survey, it was assumed that participants understood the terminologies used in the surveys. Last but not least, it was believed that every research subject was an employee in a firm with a knowledge culture who has encountered ethical challenges related to the sharing and management of information.

1.8.2 Limitations

The current study had many limitations, and one of them was related to the organisations that were selected for the data collection. As part of the research, NASSCOM member organisations that are MNCs and have a worldwide working environment were chosen. In comparison to other global IT/ITes firms, the study's conclusions are confined to similar types of IT/ITes organisations or work cultures.

1.8.3 Delimitations

All participants were from comparable types of MNC organisations in the same industry and were NASSCOM member organisations, hence there was delimitation. Another delimitation is that the study addressed various organisational management levels for participants, and the same levels were considered from other firms that were included in the study.

1.9 Research Gap

Setting acceptable norms for the employees and fostering efficient management are both facilitated by ethics. An organisation's ability to collaborate effectively and easily complete tasks is mainly dependent on its ethical practices. The knowledge management practices conforms to ethical standards and frequently adopts a trickle-down strategy, where information is created, shared and stored on a common platform that anyone may access and use. Ethics also play a significant part in assuring the process of acquisition, disclosure and storage which would also assist a person in comprehending the method in which knowledge may be utilized. An organization's knowledge-based culture fosters information generation, sharing, storage, and application, which is acknowledged as a critical component of knowledge management success. The main force behind successful organisations is ethics. Within the organisational structure, the knowledge culture accelerates knowledge generation, interchange, storage and its effective use. Knowledge is preserved and held by the company and is regarded as a public benefit. It is critical to ascertain whether businesses place a strong emphasis on striking a balance between individualistic and collectivistic methods of knowledge acquisition and retention. Detailed insights on the knowledge culture should be gained to assess the impact of ethics through supporting and leveraging organizational effectiveness and how unethical practice can lead to retrenching of the members who offer their ideas and innovations regularly along with many other malpractices. Yet, It is stated that there is a lack of research on comprehensive ethical frameworks supporting all KM operations, including knowledge production, sharing, storage, and application. Although the influence of ethics on knowledge creation has been discussed in the literature, little research has been done on how ethical considerations affect all knowledge management activities in IT/ITes firms. In light of this, this research aims to define the various ethical and knowledge culture elements for IT/ITes firms while keeping in mind how they are related.

1.10 Definition of Terms

To further explain the study's structures and methodology, the important terms that were utilized throughout are defined in the sections that follow.

1. **Ethics -** A company's ethics are related to its attempts to determine its mission and goals, identify values that can clash, identify the best ways to resolve these conflicts, and manage operations in a way that upholds those values. Organizations utilise ethics to address moral dilemmas regarding business, interpersonal, management, and financial issues (Butts, 2012).
2. **Knowledge Management** - An organization's strategy, structures, and procedures can be developed using a framework called knowledge management so that the organization can learn from its experiences and apply what it has learned to provide economic and social value for its customers and the community. (Omotayo, 2015).
3. **Knowledge Culture -** Knowledge culture is organization of knowledge and ideas, its codification and the way it relates to larger section of society (Merton and Barber, 1975). Knowledge culture is subset of organization culture which specializes and focuses on knowledge.

1.11 Chapter Summary

Introduction, the study problem, research goals, contribution of the study, barriers and issues, assumptions, limitations, delimitations and research gap were all discussed in chapter 1. The introduction section attempted to introduce the different important aspects of this study specifically knowledge management, organizations culture and ethics. The section further introduced the aspect of knowledge culture that initiates with the workers contributing to knowledge creation, transfer, storage, application, advancement, and eventually leading to the competitive advantage of the organization. With an aim to strengthen the motive of current research undertaken, the research background was performed and it discussed that knowledge has evolved into a significant financial asset and a primary source of competitive advantage. Moreover, it is also highlighted that for good ethical conduct within the organisation, a strong ethical culture is essential. Despite the importance to knowledge management frameworks and the interplay of actors, processes, and innovation in all aspects of knowledge management from plan to real usage, the research problem was explained as a lack of awareness on ethical issues. The purpose of this study was to examine the relationship between ethics and knowledge culture at various levels of IT/ITes organizations by gaining a deeper understanding of knowledge management systems on the peripheral of ethical components. Based on the study's research questions, a specific goal and

pertinent objectives were defined. With emphasizing the contribution of the study, the assumptions were discussed, as well as the barriers and issues that created concerns for the study along with the limitations, delimitations and research gaps of the study. The definition of important terms used in the study was provided with concluding the chapter with the thesis structure to be followed for the entire research.

1.12 Thesis Structure

This thesis report contains the following chapters:

Chapter 1: Introduction
The first chapter of the thesis will include different sections comprises of context of the study, problem statement, aim and objectives of the study along with research questions. It also highlights the contribution of the study. .

Chapter 2: Literature Review
This section of the thesis will review the existing studies relevant to the objectives set for the study. Further, this section will identify the different variables during the review of studies and will further help to develop a conceptual framework along with hypotheses to be tested.

Chapter 3: Research Methodology
This chapter gives an explanation of the different types of methods used for the study and its implementation. It also contains information regarding the data collection, analysis, sampling of the population and ethical considerations.

Chapter 4: Findings and Analysis
This chapter reflects the output of the study. It also consists of details about the findings from the statistical tests applied to the data collected and analysed along with the hypothesis testing done.

Chapter 5: Discussions and Conclusion
In this chapter, the research questions will be addressed and the study's findings are discussed. It also mentions the major outcomes from the study with respect to the problem statement. The final chapter is concerned with providing a summary of the whole study, additional research prospects, recommendations and limitations.

CHAPTER 2

LITERATURE REVIEW

2.1 Organizational Culture

The combination of conduct, ethics, values, beliefs, and behavioural models is referred to as culture (HO, 2009). Culture results from constant conversations about qualities among organisation members. Cooperativeness, consistency, effectiveness, and innovativeness are four characteristics of culture (Chang & Lin, 2007). An organization's value system, which refers to the acceptable conduct that members of that organisation should uphold, is always reflected in that company's culture (King, 2008). The value system governs how the knower views, comprehends, and interprets what he or she observes in organisations that are known as knowledge-driven organisations (Mas Machuca and Martínez Costa, 2012). More than data, information, or analytical skill, values are what give knowledge its capacity for seeing, organising, interpreting, and learning. The dissemination of knowledge is highly promoted by open and innovative culture (Mas et al., 2004). The success of knowledge management (KM) in businesses depends on the culture that values and compensates people for their contributions and knowledge exchange. (Alavi et al., 2006). The culture, where trust does not exist between the individuals and groups, hampers the smooth flow of knowledge (O'Dell et al., 2001). Flexibility and adaptability in culture promote open communication and a free flow of information throughout the organization.

The culture is built on the value pillars of telling stories, trusting others, maintaining relationships, being loyal, receiving rewards, and receiving help from upper management (Zamantılı and Uzunçarşılı, 2008). Recounting tales of the company's difficult early years is referred to as storytelling. Instilling management ideals, establishing principles, and fostering convictions can all be accomplished through the use of stories. In stories, themes of self-identity, group affiliation, good against evil, and the past and future are explored. Similar ideas were outlined by Edwards et al. (1994) as well. In narrative, leaders sway followers' actions, attitudes, and behaviours via their words and actions. Continuity refers to internal promotions and lifetime employment for employees. The "emotional commitment" can be attained by contributing to the spouse's

and other dependents' medical insurance and by contributing to the children's education by way of scholarships. Employee engagement initiatives and family gatherings can boost emotional commitment. The principles of openness and trust influence KM behaviour (Von Krogh, 1998; Lee et al., 2006). Organizational culture is influenced by top management orientation, compensation practises, and leadership style (Zamantılı and Uzunçarşılı, 2008).

"The Great Place to Work Institute" (GPTW) has outline 5 distinct dimensions pertaining to organisational culture. The GPTW Institute surveys in 40 countries covering all industries. This institute surveys thousands of organizations annually. This survey takes feedback from all employees instead of managers only. The GPTW presents more comprehensive pictures of cultural attributes pertaining to different organizations. The GPTW survey serves as a baseline for assessing various organisational culture components. The 58 statements in the GPTW survey are divided into the top five organisational culture dimensions. Respect, fairness, credibility, pride, and companionship are the five dimensions into which the GPTW survey divides cultural qualities. Together, respect, justice, and credibility make up the Trust Index (GPTW, 2011). The GPTW list of the top 100 businesses to work for offers cultural qualities that support the knowledge process. The GPTW poll was created with the primary goal and idea that a workplace can be regarded as excellent if the environment and climate allow staff members to have faith in the people they work for, take pride in their work, and get along with their co-workers.

The culture of a corporation is unique, complex, and inaccessible, just like a person. In order to understand a culture, it is essential to compare and contrast formal and informal customs and methods of doing things. The classification of cultures varies and is based on a number of variables. "Entrepreneurial culture, task-goal achievement culture, and smooth operation culture" are three categories (Wallach, 1983; Ogbonna & Harris, 2000; Cameron, 1999). Flexibility and creativity are characteristics of entrepreneurial cultures. These organisations are perfect for ambitious risk-takers. This culture has an external focus and offers demanding jobs and a creative workplace. Production-oriented businesses do well with task-goal-accomplished cultures. In this culture, finishing things is of utmost importance. This kind of society places a strong emphasis on success and aggressive behaviour. The foundation of the smooth operation culture is power and control. In this culture, labour is done in an ordered and systematic way. A bureaucratic, power-focused, regulated, structured, procedural, and hierarchical culture fits this description.

Chang & Lin's (2007) depiction of corporate culture, which was based on Quinn's competing value model, identified four different categories (1988). These cultures are the ones that value collaboration, innovation, consistency, and effectiveness.

Internal orientation and adaptability define the cooperativeness culture. This kind of culture fosters a work atmosphere that values collaboration, open communication, trust, and teamwork (Chang & Lin, 2007). External orientation and adaptability define the innovativeness culture. This kind of culture fosters entrepreneurship, risk-taking, and dynamism by fostering a vibrant and creative workplace (Cameron & Quinn, 1999). Control and internal orientation are characteristics of the consistency culture. This kind of culture offers a structured and predictable work environment. The hierarchy culture, which emphasises control, order, rules and regulations, uniformity, and efficiency, is also known as the consistency culture. Environmental direction and control define an effective culture. Goal accomplishment, competition, effectiveness, and productivity are all improved by this culture (Cameron & Quinn, 1999).

According to Hofstede et al. (1990), from a behavioural standpoint, there are different kinds of cultures: "professional versus parochial, result-versus-process-oriented, tightly vs. loosely controlled, employee-versus-job-oriented, closed-versus-open-system." People who are risk-averse belong to process-oriented cultures, while risk-takers belong to result-oriented cultures (Hofstede et al., 1990). The focus is on the procedure, the approach, and the completion of the work in a process-oriented culture. Due to their fear of taking risks, people in this society adhere to norms and laws and resist innovation (Ajmal & Koskinn, 2008; Hofstede et al., 1990). In a society that values results over procedures, people's achievement of their goals takes precedence. People are innovative in a culture that prioritises results, and businesses support taking risks and overcoming obstacles to complete tasks. Employees in the process-oriented culture are expected to operate within the boundaries of documented manuals and standard operating procedures (Ajmal & Koskinen, 2008). A culture that prioritises results pushes people to innovate and produce new knowledge (Wei, 2005; Ajmal & Koskinen, 2008; Kayworth & Leidner, 2003). Tightly managed organisations have stringent written and unwritten standards, loosely controlled organisations have few written or verbal codes of behaviour (Hofstede et al., 1990; Ajmal & Koskinen, 2008; Shih & Huang, 2010). In a loosely regulated culture, deadlines and financial restrictions are treated casually. In loosely controlled companies, there is informal and constrained control over people, and rewards and incentives are used to motivate people. Cost-consciousness, punctual delivery of obligations, and adherence to policies, laws, and corporate law are prioritised in a tightly controlled culture. The employee-oriented culture places more emphasis on caring about people whereas the job-oriented culture places more emphasis on getting things completed.

Due to the open environment, staff members are able to interact and communicate with both visitors and newcomers. (Wei, 2005; Jacks et al., 2012). Organizations with a closed system culture are wary of both insiders and outsiders. Contact with outsiders is discouraged and resisted under the closed system culture, which only allows communication inside the inner circle. A professional culture is one

where people are dedicated to their profession, as opposed to a parochial culture where people are loyal to their organisation. People that work for a company that shares their values, beliefs, and customs do so in a parochial culture. In this society, each person derives their identity from the business. Additionally, the groups seek for candidates with similar personalities and worldviews. People in cultures where the emphasis is on the workplace derive their identity from their work and successes. Moreover, in a professionally driven culture, it is not necessary that the personal values of individuals should be similar to the organization they are working with. In professional culture, individuals identify themselves with their profession and are loyal to it. (Hofstede et al., 1990; Eskerod & Skriver, 2007; Ajmal & Koskinen, 2008, Woodman & Zade, 2011). Organizational culture was conceptualised by Quinn & Spreitzer (1991) into four types: "group culture, hierarchical culture, development culture and rational culture". Flexibility and the outside world are highly valued in the development culture. The development culture is defined by resource acquisition, innovation, and expansion (Gupta et al., 2000). Flexibility and an internal environment are prioritised in the group culture. Trust, a sense of belonging, and engagement define the group culture. Stability and the internal environment are prioritised in the hierarchical society. Uniformity and effectiveness define this culture. The external environment and stability are important themes in the rational culture. Productivity and success are the defining characteristics of this society. It is increasingly likely that an organisation will simultaneously represent multiple cultures. Within the same organisation, the four cultures can coexist. A high ranking for one culture does not always exclude a high grade for another; it is also underlined (Cameron & Quinn, 1999; Denison & Spreitzer, 2001; Iivari & Huisman, 2007).

2.1.1 Competing Value Framework of Organizational Culture

The "competing value framework" was founded on exploration that sought to find markers of organisational performance (Quinn & Rohrbaugh, 1983). The competing value framework has four quadrants made up of two dimensions. Deliberation about adaptability, discretion, and dynamism is distinguished from deliberation about stability, order, and control by the first dimension. Internal and external orientation is distinguished by the second dimension. The titles of four model—the "human relations model, the open system model, the rational good model, and the open process model"—were assigned to these four quadrants." (Quinn & Rohrbaugh, 1983). The competing values framework provides four different models which sometimes alludes to four different types of organizational culture. (Yu & Wu, 2009). "Clan, adhocracy, market, and hierarchical culture" are the four different sorts of cultures (Yu & Wu, 2009).

Flexibility, cooperation, interpersonal interactions, information sharing, empowerment, teamwork and participatory decision-making are traits of the clan, which alludes to the human relations approach. Clan members have a sense of connection and attachment since they are a part of the same social structure. Clan culture is encouraged through consistent membership and regular contacts among members. Adhocracy can be further comprehended as open system approach and is characterised by entrepreneurship, growth, adaptability, and transformative change. It is also characterized by innovation, creativity, and flexibility. The adhocracy culture is transient in that it originates when a new job is needed and dissipates when that work is finished (Yu & Wu, 2009). The market culture is defined by competition, decisiveness, goal clarity, goal attainment, breaking down obstacles, efficiency, and control. Goal-orientedness and being competitive promote market culture. In market culture, internal management is less important than managing company's external environment. The hierarchical culture is defined by regular work procedures, structure, documenting, assessment, measurement, centralization, control, continuity, and efficiency.

2.1.2 Corporate Culture

In high-potential individuals, culture tends to foster loyalty and drive, which promotes information exchange inside the company (Kotter & Heskett, 1992). Before implementing KM strategy, the company has to create a culture of knowledge creation. The information created when an organization's activities are carried out is known as common knowledge (Bresman & Nobel 1999). Corporate culture, according to McDermott & O'Dell (2001), not only reflects the goal and values of the company but also the conduct and expectations of its personnel. Corporate culture is characterised by four orientations: "power, role, achievement, and support" (Harrison and Rooney, 2012). Employees are driven by the carrot and stick approach of behaviour reinforcement as well as by their desire to be perceived as backing a strong leader in a power culture, where the boss has complete control and influence. Role cultures have well defined norms, regulations, and expectations rather than continual monitoring and direct control. A reliable information system is used to monitor role culture performance. In an achievement culture, management trusts and liberates its staff to make decisions. In general, management assigns tasks that are demanding and intrinsically fulfilling, fostering an environment of high energy. Employees who are part of a support culture seek out connections that are based on respect, trust, and support from one another.

2.1.3 Culture at Different Levels

People that had the same sociocultural environment as they grew up are said to share culture, making it a collective phenomenon. (Hofstede, 1980). Cultures help separate members of one group of people from those of another. Symbols, rituals, and ideas may all be used to express a culture. People can also be members of many groups at once since they have multiple levels or layers of culture inside of them. The culture is present on several levels, including the national, organisational, and professional levels (Schein, 2004; Trompenaars, 1998). Since society as a whole is dynamic and ever-evolving, there is no one static culture that can be used everywhere. Each level's culture is multifaceted, emphasising a sense of stability, self-worth, accomplishment, and belonging (Kahle et al., 1998). Organizational culture is influenced by a wide range of factors, including as: "leadership, ownership, size, market, kind of business activity, technology employed and history".

The attitudes that each employee has regarding the company are reflected in the organisational culture. When people with similar interests are gathered together, a professional culture develops. A subculture that coexists alongside the main organisational culture is the professional culture. This is best characterised as intertwined "nested subcultures" (Martin & Siehl, 1983). A few of the institutions or facets of society that aid in the creation of culture include the family, school, neighbourhood, and workplace. The fundamental principles that make up a nation's culture are influenced by years spent at home and at school. An organisation needs a strong guiding culture in order to blend different levels or layers of culture and promote harmony among them (Ajmal & Koskinen, 2008).

2.1.4 Cultural Dimensions

A system of values, presumptions, beliefs, and symbols that shape how its members behave is what is referred to as a culture (Barney, 1986). According to Pillania (2006), Knowledge management initiatives within a company can succeed or fail in large part due to its culture. Culture has a huge influence on knowledge generation since it affects communication, sharing of information, and how members are seen (Tseng, 2010). Hofstede (1980) discussed Individualism-collectivism, uncertainty avoidance, power distance, masculinity-femininity, and temporal horizon" are five fundamental cultural aspects that have been identified. One of the most important aspects of business culture is the conflict between individuality and collectivism (Hofstede, 2001). Individualism is the belief that an individual's interests are more important than a group's interests, in contrast to collectivism, which is the condition where a group's

interests take precedence over an individual's interests and preferences (Wagner, 1995). Collectivism is associated with interdependence, whereas individualism is associated with independence (Wuyts and Geyskens, 2005). The collectivist organisation stresses collaboration and organisational value whereas the individualist organisation places more emphasis on personal ideals than organisational aims (Chen et al., 1998).

The state of feeling threatened and attempting to avoid unclear circumstances is known as uncertainty avoidance (Hofstede, 2001). Avoiding ambiguity ultimately depends on how seriously a society takes the quest of truth and how much ambiguity it can tolerate. It shows how deeply a culture indoctrinates its people to react with either serenity or worry in unexpected situations. Surprising situations are odd, unexpected, startling, and bizarre (Shao et al., 2020). Uncertainty-averse cultures try to reduce the likelihood that these occurrences will occur which are felt as threatening by individuals. Uncertainty-averse people tend to be more emotional and driven by internalised worry.

The feature of culture known as power distance focuses on how authority and power are allocated within a community (Hofstede, 1980). It is the range of power distribution that is socially acceptable. Here, inequality is shown to exist (more vs less), but it is defined from below rather than from above. It means that the level of inequality in a society is supported by both the leaders and the followers. Every person who had any exposure to international affairs is aware that "powerfulness and unevenness as might be expected are absolutely necessary realities of many civilizations" and that "many civilizations are uneven, albeit several are more unequal than others" (Shao et al., 2020). The difference between the emotional gender roles is referred to as the masculinity-femininity gap. The IBM investigations divulged that men's values are dissimilar widely between countries, varying from exceptionally strong and fierce—which are majorly at odds with women's beliefs—to humble and sympathetic—which are mostly in line with them. Contrarily, women's values vary among cultures less than men's values do. The dominant side has been referred to as "masculine," whilst the submissive, sympathetic side has been referred to as "feminine" (Huang & Crotts, 2019). Women are relatively competitive and strong in patriarchal societies, but not as much as males, demonstrating a misalignment between men's and women's ideals (Heydari et al., 2021). In contrast, women share the same modest, compassionate aspirations as men in feminine cultures (Heydari et al., 2021).

According to the time frame, a person's goal orientation is referred to as having a "temporal horizon," which can be either short-term or long-term. A questionnaire created by Chinese academician was used to survey students from 23 different nations, and the findings indicated the existence of this fifth dimension. It is possible to deal with virtue without considering the truth (Bissessar, 2018). Short-term

orientation is characterised by qualities like maintaining one's "face" up and completing social duties, but long-term orientation is characterised by qualities like tenacity, saving money, and adherence to tradition. The dimension, nevertheless, equally holds true for countries without a Confucian heritage. The most famous Chinese philosopher, Confucius, lived around 500 B.C. and left behind teachings that include both the highly and lowly rated characteristics of this dimension (Gallego-Alvarez & Pucheta-Martnez, 2021).

2.1.5 Multi-level Attributes of Organizational Culture

The assessment of corporate culture considers it to be a multi-level construct made up of artifacts, declared principles, and underlying assumptions. (Al Saifi, 2014). The word "artefact" describes how culture is expressed externally and encompasses things like an organization's structure, operating processes, practices, technology, language, and dress code. These observable elements come together to make cultural artefacts. When someone who is not familiar with the culture comes across the artefacts, they are immediately noticeable (Barrios, 2013). Without going into detail about why they are doing it, this is the first-level attribute that shows what people are doing within an organization. (Boggs, 2002). Espoused ideas and ideals serve as the motivation for all artefacts (Schein, 2004). Creativity, problem-solving, and collaboration are these values (Hibbard, 1998). These ideas and ideals may not always translate into the same behaviour and working methods (McDermott and O'Dell, 2001). So, in order to understand, a detailed analysis of fundamental underlying assumptions is required. The fundamental presumptions are implicit in nature and do not alter frequently or readily (Schein, 1985). Perceptions, ideas, and emotions are the result of the underlying beliefs.

2.2 Knowledge Management

Knowledge is information that dwells within an individual (Alavi and Leidner, 2001). The extremely useful information that a person has access to and can utilise right immediately to make decisions and take action is another definition of knowledge (Davenport and Prusak, 1998). KM is the procedure of managing an company's explicit and tacit knowledge so as to make value and realize tactical and strategic objectives. The process of creating, implementing, improving, storing, transferring, and sharing knowledge is known as knowledge management (Nonaka and Konno, 1998). In order to complete routine activities, organisations are working hard to create bulk of data and information. This everyday business data needs to be handled in

order to maximize its value and make it possible for it to be reused to address new problems.

A series of steps involved in acquiring, storing, sharing, and using knowledge is referred to as the "KM process" (Chang and Lin, 2015). The KM process is a “structured, organization-specific method for gathering, producing, organising, storing, and sharing both tacit and explicit information about people”. Knowledge management (KM) is “the process of knowledge creation, representation, storage, exchange, modification, use, and embedding inside an organization” (Magnier and Senoo, 2010).The four components of the knowledge management (KM) process, according to Kayworth & Leidener 2003 are as follows:

1. **Knowledge Creation:** Creating new information or updating old information to replace it with explicit and tacit knowledge of the company. Through a person's cognitive process, knowledge may be formed, transmitted, increased, and expanded (Ajmal & Koskinen, 2008).
2. **Knowledge Storage:** The information that individuals and groups of people have acquired both implicitly and explicitly. This knowledge has to be structured, sorted, and organised in a way that makes it easy to access and share (Heisig, 2009).
3. **Knowledge Transfer:** The process of getting information to different places where it may be used (Pirkkalainen & Pawlowski, 2013).
4. **Knowledge Application:** The actualization of knowledge to solve new challenges, gives strategic guidance, and enables optimal resource utilisation (Newell et al. 2004).

2.2.1 Explicit and Tacit Knowledge Sharing

People have information, and whether they want to share it with others depends on whether they have developed it or acquired it. (Kuo et al., 2014). Tacit and explicit are the two different types of knowledge. Additionally, knowledge exchange may be categorised on the same lines. Explicit knowledge is organised, concrete, and formal in character. This type of information is simple to express. Sharing explicit knowledge is made simple by well-documented books and manuals made up of text, pictures, graphs, etc. Although sharing is contingent on the knowledge owner's desire, tacit information is extremely individualised since it takes the shape of personal opinions, ideas, and experiences. Sharing tacit information is more challenging than sharing explicit knowledge because tacit knowledge often takes the shape of opinions, attitudes, and motivations, which are challenging to express verbally and transmit.

Knowledge giving and knowledge gathering are the two methods of sharing knowledge. Donating knowledge is the act of someone voluntarily contributing and transferring their intellectual property. Additionally, convincing someone to contribute their expertise is referred to as knowledge collecting. The company has a large number of stakeholders that participate in knowledge exchange (Guadamillas Gómez and Donate Manzanares, 2011). Customers, suppliers, workers, and shareholders are among the many stakeholders in a company who share knowledge. The exchange of information with clients in the form of feedback allowed the corporation to come up with ad hoc remedies to its issues. Extranets should be created by businesses to aid in the understanding of the demands of their consumers. Information exchange underpins supply chain management growth. To encourage employees to share their tacit learning, employers should provide incentives. As a promise, the knowledge-sharing process with shareholders also has to be open.

2.2.2 Knowledge Assets

Asset of Experiential Knowledge: This asset consists of shared tacit knowledge among stakeholders and organisation members.
Conceptual Knowledge Asset: This resource consists of explicit information that may be conveyed and recorded using words, pictures, and other visual or linguistic cues.
Systematic knowledge Assets: They are made up of systematised bundles of knowledge, such as product specifications, manuals, and recorded data on clients and suppliers, are referred to as "systematic knowledge assets." Trade secrets, patents, and trademarks fall under other categories.
Routine Knowledge Asset: This asset consists of tacit information that is present in employees' daily tasks and routine behaviours. This asset is integral to how the firm does business every day.

2.2.3 Knowledge Conversion: The SECI Process

In an organization, interactions between explicit and tacit knowledge are the term that drive knowledge creation". Knowledge conversion is the process of combining these two types of information (Nonaka & Takeuchi, 1995). The approach taken in this process is predicated on the idea that sharing knowledge is a social activity rather than a solitary one. Knowledge is socialised, externalised, combined, and internalised according to the SECI process (Nonaka et al., 2000).

- Socialization: This method of knowledge conversion refers to the exchange of tacit information in which people talk about their personal experiences. Tactic knowledge is frequently acquired by organisations via interactions with consumers and suppliers.
- Externalization: This method of knowledge conversion entails the explicit and tangible documenting of tacit information possessed by clients or specialists. This acts as the starting point for the creation of new knowledge.
- Combination: This method of information conversion entails articulating, disseminating and restructuring already-existing explicit knowledge into a fresh and novel form. Large databases and extensive communication networks can help with it.
- Internalization: This approach outlines the procedure through which self-awareness and interpretation convert explicit knowledge into tacit knowledge.

2.2.4 Ba: Shared Context in Motion for Knowledge Creation

"Ba" is the secret of "knowledge creation, generation, and regeneration" in such a way as it advances the knowledge spiral. Additionally, it provides a spot where specific conversions may be made (Nonaka & Konno, 1998). By observing how people interact when they share things and how this interaction organically produces new information, ba may be understood. Interactions may be divided into two dimensions. According to the first dimension, interactions might be either individual or group-based. The other dimension suggests that direct face-to-face contact or virtual communication via emails or manuals would be the preferred modes of connection. Ba is divided into four sorts according to its dimensions and interactions (Nonaka et al., 2000):

- Originating Ba - This provides a setting where people may interact in person and talk about their experiences, feelings, and emotions. This is crucial for disseminating secret information.
- Dialog Ba provides a space for externalisation. Face-to-face contacts are shared, information is transformed into concepts, and eventually, they are documented.
- By systematising Ba, groupware technologies and online means of communication may be used to distribute explicit information more widely.
- Exercise Ba provides a setting for internalisation. Written instructions are used to convey explicit information, which is subsequently ingrained in people based on their comprehension.

2.3 Knowledge Culture

Knowledge culture refers to organization of knowledge and its codes and the way knowledge relates to larger part of society. The term knowledge culture was coined by Robert Merton and Elinor Barber in their article which was published in American sociological Review in 1975 (Merton and Barber, 2004). They emphasized on how knowledge culture is subset of culture which specifically deals with management of knowledge in an organization. Searching, accumulating, storing, and sharing knowledge while also generating opportunities for its exploitation and control is referred to as "knowledge management" (Alter, 2006). The act of gathering and using resources to create an environment where information can be used to advance knowledge and benefit a company is known as knowledge management (KM). Through technology, knowledge management (KM) systems support organisational culture. Personal and organisational knowledge management are the two layers of the concept (Massey et al., 2002). The process of organizing and applying one's own knowledge and information that is valuable and pertinent to the individual in question is known as personal knowledge management (Higgison, 2005). Personal knowledge is personified, encoded, and embedded tacit information. The creation and utilisation of knowledge assets from an organisational viewpoint is referred to as organisational knowledge management (Abell & Oxbrow, 2001). Roles, responsibilities, organisational procedures and regulations, knowledge repositories, and expert directories are all part of organisational knowledge management.

Organizational culture is described as a multifaceted concept that may be both learnt and transmitted (Pettigrew, 1979; Schein, 1985). Behavior inside an organisation and its abstraction influence organisational culture (Quinn, 1988). The organizational culture is made up of things like presumptions, ideals, and beliefs (Liu, 1999). Because of its artefacts and observable behavioural qualities, organisational culture can be seen as phenomenal. However, it can also be seen as ideational because of its underlying common meanings, values, and symbols (Sathe, 1983).

The culture includes social learning, behavioural habits, history and beliefs (Okunoye, 2005). Knowledge culture makes it easier to acquire, upgrade, maintain and apply knowledge. Knowledge culture aids firms to create a pleasant environment for locating, organizing, communicating, and preserving information, knowledge and expertise for strategic planning, problem-solving, decision-making, dynamic learning and future application. In a culture of knowledge, knowledge management is the most important factor for organisational survival, increased productivity, maintaining competitive strength, and effective application for the development of goods and

services (Martensson, 2000). Knowledge culture is promoted in organisational environments such as online forums and communities of practise. Cost-benefit analysis is provided by the current perspective in information culture, however ethical considerations relating to the technology are ignored (Gotterbarn et al., 2008).

The success of a knowledge culture depends on KM activities, strategies, support from top management, and technology advancements. The continual updating of information, which results in innovation and competitive advantage, enhances organisational performance. Organizations' capacity to generate, share, and use information for the organization's strategic and financial advantages is reflected in their knowledge cultures.

By creating, managing, and utilising knowledge, knowledge culture helps the processing of information. Through the collection, sharing and use of information, knowledge culture gives businesses strategic direction through facilitating innovation, expanding productivity, and improving decision-making (Martensson, 2000). The knowledge that keeps the company together is organisational knowledge, which may be seen in knowledge culture in the form of processes, procedures, and structures (Baskerville & Dulipovici, 2006). In a knowledge society, knowledge is retained by workers as personal knowledge. (Lang, 2001). Knowledge workers are well paid since their experience and abilities are a source of revenue, and personal knowledge has a high value. Depending on the dominant knowledge culture, knowledge may be produced as well as omitted, suppressed, amplified, exaggerated, decreased, twisted and withheld.

2.3.1 Knowledge Creation

Tacit knowledge and explicit knowledge are both parts of knowledge culture. Because it is developed through interpersonal communication, tacit knowledge is stored in the human mind and cannot be easily expressed verbally. Explicit knowledge is organised, recorded, and may be expressed orally or in writing. Through cycles of knowledge conversion, knowledge culture encourages the production, exchange, and conversion of both forms of knowledge. There are four main ways that tacit and explicit information can be turned into one another: "socialization, externalization, combination and internalization” (Nonaka and Takeuchi, 1995). Through the cycle of knowledge conversion, a good knowledge culture should make it easier to produce new information. From previously acquired tacit information, socialisation creates new tacit knowledge. Through documentation, externalisation transforms implicit information into new explicit knowledge. Out of the current explicit

information, the combination produces new explicit knowledge. Explicit knowledge is turned into new tacit knowledge through the process of internalization.

Around the middle of the 1990s, organisational learning, database management, and information management were replaced and overlapped by reflections on knowledge management in literature (Brix, 2017); yet, these reflections still do not appear to have found a clear and appropriate accommodation. To explain the dynamics of knowledge generation processes, previous academics have proposed a variety of alternative theoretical models. A key (and well-known) paradigm for analysing knowledge formation procedures is provided by the "Socialization-Externalization-Combination-Internalization" (SECI) theoretical framework developed by Nonaka and Takeuchi in 1995 (Allal-Chérif, O., & Makhlouf, M. (2016), Brix(2017), Solaimani et al.,(2019)).

Knowledge acquisition and knowledge creation are encouraged by top management support and commitment (Smith etT al., 2005). Since top management allots resources for knowledge creation and information interchange, their support for KM determines its success or failure. (Von Krogh, 1998; Liebowitz, 1999).The crucial element that gives direction and promotes knowledge creation via deeds rather than simply words is the leadership style. The organisations' incentive and reward programme improves the efficiency of employees in knowledge creation. (Leonard, 1995). Likewise, several companies set up incentive programmes to encourage employees to create new knowledge. (Takeuchi et al., 2015). Rewards, acknowledgment, and gratitude for knowledge creation are elements that contribute to its success (Al-Alawi et al., 2007). Employees have a right to expect both monetary and non-monetary benefits, such as prizes, incentives, recognition and appreciation. Information is not created without charge by the employee.

"Knowledge production and sharing are influenced by cultural traits including creativity, openness to change, teamwork, morale, customer service, and reward orientation (Al-Alawi et al., 2007). Facilitating creativity involves violating the rules, questioning authority, and taking risks, which raises ethical difficulties. The accomplishment of organizational goals is the primary objective of knowledge generation.

2.3.2 Knowledge Sharing

Sharing information at the individual level is the first step in creating organizational knowledge. (Choi et al, 2008). The act of sharing information involves exposing one's own cognitive process to others (Lang, 2001). The value of knowledge may be increased if it is successfully communicated between people and can be easily gained through sharing. It is stated that, unlike other resources, knowledge expands as it is used rather than depleting as it is used (Styhre, 2002). The sharing of information inside groups, across levels of hierarchy, and between networking organisational units is evidenced by knowledge culture (Choi et al., 2008). Through encouraging the sharing of employees' skills and expertise, knowledge culture creates possibilities for shared learning. Through the skills and information they now hold, the knowledge culture fosters inter-personal relationships and promotes open communication of knowledge. The sharing of prior employees' expertise and information with new hires is encouraged by knowledge cultures. Among workers, sharing of personal knowledge is greatly influenced by trust. Knowledge is widely regarded as being required for operating businesses successfully in the contemporary period, and its relevance as a competitive advantage for firms has been emphasized (Yost-Dubrow & Dunham, 2018). The ability to share information boosts the production of new knowledge and improves the efficiency of intellectual capital. (Takhsha et al., 2020).

The conversion of individual employee knowledge into collective organisational knowledge is how organisations wish to increase their organisational knowledge assets, claim Zhang et al. (2020). To encourage the information transfer process, some organisations have spent a lot of money establishing knowledge management systems. However, some knowledge gets ingrained in people's brains over time as a result of sustained learning (Zhang et al., 2020). In practise, organisations have to deal with the issue of many organisational members not wanting to share their expertise with peers (Enwereuzor, 2021). The earlier scholarly contributions highlight the topic of employees concealing or withholding knowledge (Ding et al., 2018). As a result, this study examines the variables that may encourage employees to share their expertise with others and explains how they may affect personal knowledge sharing.

A culture of information sharing is developed by a company whose personnel communicate openly with one another. The effectiveness of knowledge sharing and knowledge management (KM) depends on organisational culture, which includes elements like trust, openly exchanging information, cooperating with others and developing friendships at work. Organizational culture profiles are recognised as these four elements taken together (Park et al., 2004).

2.3.3 Knowledge Storage and Application

The public has access to the information technology infrastructure, that comprises data repositories, online storage, other information system, expert system and databases which makes it simpler to use information in an innovative way (G. Wang et al., 2008). Open communication, trust, independence, cooperation, competition, self-determination, empowerment, lifelong learning, and commitment to leadership are important components required for innovation (Miller & Triana, 2009). A new social structure, new industrial method, new product or other type of innovation is made possible by knowledge culture. Ideas are the cornerstone of innovation, and knowledge culture inspires and encourages staff members to develop and put ideas into practise via imagination, brainstorming, and open communication. An environment of experimentation, support for workgroups, encouragement of originality, and creativity is provided by knowledge culture, which encourages innovation. There are five dimensions of innovation (Wang & Ahmed, 2004). Newness in goods and services is referred to as product innovation. Market innovation is the process of entering a new market and introducing fresh marketing initiatives inside an already established market. Utilizing innovative managerial strategies, technological advancements, and production methods is known as process innovation. The evolution of a new corporate culture is referred to as behavioural innovation. The capacity of an organisation to realise its goals and identify the gap between its aspirations and its resources is referred to as strategic innovation. Allowing communication and free flow of information across all levels and departments is vital for application of knowledge (G. Wang et al., 2008). Employees should be empowered to use their ideas, creativity and knowledge along with available resources and decision making authority for innovation and effective application of available knowledge (Chatterjee and Sarker, 2013).

A culture of knowledge cherishes knowledge and values its development, exchange, use and application. Collaboration, employee engagement, information sharing, idea exchange, trust, creativity, tolerance for mistakes, candour about failures, and encouragement to come up with fresh concepts and solutions are all crucial components of a knowledge culture (Evans and Mckinley, 2011).

2.4 Culture: Linking Organization Culture and KM

Making information sharing as norm inside a company is referred to as creating a knowledge culture (Gurteen, 1999). Knowledge culture promotes teamwork and sharing among employees to boost the efficiency of company. The sense of cooperation among employees encourages the exchange of in-depth knowledge and

skills. Good KM practices and a distinct corporate culture can help a company develop KM culture that lasts for a long time.

“The characteristics of a knowledge culture that support knowledge production, sharing, storage, and application in an organization include the capacity to learn and relearn, the desire to share tacit knowledge, acceptance of change, flexibility, creativity, motivation, and tolerance for mistakes. Motivation is required for knowledge sharing inside the organisation (Malhotra & Galletta, 2003). Encouraging and inspiring people to use their maximum potential to accomplish organisational goals are referred to as motivation. To carry out and execute KM, all members of the company should be extremely motivated (Fernandes, 2007).

The leader must play a key role in inspiring the group. The group's leader should foster an environment where members may exchange expertise (Sedziuviene et. al, 2009). In order to foster an environment where learning is active, leaders should encourage their followers to share their ideas and opinions (Nirwan, 2015). It has been determined that effective information exchange, teamwork, and cohesive groups are necessary for KM adoption (Park, 2005).

Culture is the most important element in effective KM initiatives. The virtues of "dedication, integrity, honesty, professionalism, and trust" have a favorable effect on the implementation of KM, resulting in "innovation, employee satisfaction, and increased quality, productivity, and capability” (Mas Machua et.al, 2012). These beliefs produce a society that respects knowledge. A high degree of trust encourages knowledge exchange. Employee belongingness as a result of the company's shared values and mission promotes employee collaboration for knowledge creation and exchange. People are more willing to contribute their expertise and ideas in an organisation where these values are upheld (De Long & Fahey, 2002). Personal dedication is crucial for information exchange inside the company (Malhotra & Galletta, 2003). Through ethics built on honesty, the organization's commitment is enabled. The effectiveness of KM depends on how honest the participating employees are. Employees need autonomy and freedom to carry out daily tasks, which also promotes knowledge production. To improve productivity, employees should have more freedom and flexibility. A culture of knowledge sharing develops in an organization where communication and the exchange of documents and information are open and transparent. Information sharing that is open and honest promotes communication. The level of client satisfaction is a reflection of professionalism. Customers that are satisfied offer feedback to enhance goods and services.

"Knowledge production and sharing are influenced by cultural traits including creativity, openness to change, teamwork, morale, information flow, employee involvement, customer service, and reward orientation. (Al-Alawi et al., 2007). Being open to change is referred to as unconventional thinking (Stankosky, 2005). Being adaptable is recognising the need for change and responding to it (Davenport & Prusak, 1998). Innovation is the process of developing unique goods and remarkable solutions that provide businesses a competitive edge. Employees that see their workplace as a team are said to be working together (Glaser & Associated Inc., 2008). When team members are willing to learn from one another, knowledge sharing occurs (Sheng et al., 2004; Schein, 2004).

The cultural characteristic of morale describes how motivated individuals are to work effectively and efficiently (Schein, 2004; Senge, 1990). Open communication and seamless flow that promotes knowledge exchange are referred to as information flow (Sheng et al., 2004). Employee engagement in decision-making is referred to as involvement (Glaser & Associated Inc., 2008). Customer orientation refers to enhancing services for certain customer groups on a constant basis (Glaser & Associated Inc., 2008). Customers-centred businesses typically deliver better products and services, which stimulates the creation and use of knowledge. The culture of trust reflects how much individuals rely on one another (Stankosky, 2005; Figallo, 2002; Cohen & Prusak, 2001). Incentivization promotes custom of knowledge sharing in corporates (Davenport & Prusak, 1998).

The emphasis placed on human resource management affects an organization's culture as well. The way various HR duties are carried out affects the culture of the company. Knowledge management (KM) procedures are influenced by training, decision-making, performance assessment, remuneration, and reward; these factors encourage "knowledge creation, sharing, storage, and application" (S. Yahya, 2002). People are the main driving factors behind KM (Gooijer, 2000; Civi, 2000; Soliman & Spooner, 2000; Robertson & Hammersley, 2000). In order for individuals to cooperate and communicate, information technology was employed to turn human resource management into knowledge management (S. Yahya, 2002). In knowledge management, human resources are used to facilitate dissemination through projects, conferences, and seminars (Armstrong, 2000). Through the implementation of appropriate learning, human resource development helps employees create and use knowledge (Garavan et al., 2000). The most important responsibility of human resource management is to manage and evaluate knowledge generation, knowledge storage, knowledge sharing, and knowledge utilization (Clarke & Staunton, 1989). In order to execute KM initiatives, effective management of human resources is essential (Soliman & Spooner, 2000).

The capacity to fully exploit intellectual assets and gain a competitive edge via tactical and strategic decision-making is known as knowledge management (KM) (Hsieh et al., 2002; Bose, 2004; Rowley, 2004). In KM activities, the KM enablers also have a significant impact. The enablers create a structure that encourages knowledge sharing among staff members, breaks down development barriers, and motivates people to expand their expertise. The term "KM enabler" refers to essential elements for successful KM implementation inside a company. The use of less material, time, and labour is made possible by KM enablement, which helps an organisation make the most use of its limited resources. The company culture, strategy, people, and information technology make up the KM enablers. Top management support is comprised of the strategy and leadership; a sharing culture is comprised of organisational culture; training and incentives are comprised of people enablers; and document digitization and speedy information searches are comprised of information technology (Yeh et al, 2006). Members are expected to plan and participate to the execution of the KM strategy. An important factor influencing KM initiatives is corporate culture (Chase, 1997; Demarest, 1997; Davenport et al., 1998; Plan & Scarbrough, 1998, Holsapple & Joshi, 2000; Martensson, 2000; Bose, 2004; Gold et al., 2001; Yeh et al., 2006). The value and importance of knowledge are determined by corporate culture.

Therefore, culture is necessary for knowledge to be accessible easily when KM is implemented. It is crucial to manage those who are eager to share and manage information since people are the foundation of knowledge management (KM). Overcoming knowledge hoarding is the core goal of KM, since it enables information to be shared and applied by other team members. The rewards offered encourage workers to contribute to knowledge production and sharing. Educational training harmonises employee consensus for KM (Smith et al., 2001). Information technology serves as a building component for knowledge management since it supports and coordinates KM operations. IT facilitates communication and collaboration between organisational members, offers rapid access to information, and makes information retrieval simple (Alavi & Leidner, 2001; Lee & Hong, 2002; Wong, 2005; Yeh et al., 2006). Information technology makes it easier to share and transmit knowledge (Smith et al., 2001). Information technology performs a variety of tasks, such as giving a way to access information, removing obstacles, adjusting flow processes, and locating knowledge carriers and knowledge seekers (Hendriks, 1999; Hedelin & Allwood, 2002). Information technology speeds up the flow of knowledge, lowers the cost of using information and makes it easier to create, integrate, and transmit knowledge (Demarest, 1997; Davenport et al., 1998, Alavi & Leidner 1999; Yeh et al., 2006).

Researchers have concentrated on examining the organisational culture that supports KM adoption (King, 2007; Suppiah & Sandhu 2011). The elements of corporate culture support efficient knowledge transmission (Davenport, 1998). The characteristics of an organisational culture that support effective information sharing

have been highlighted by Park (2005). Because knowledge is ingrained in organisational culture as well as information systems and databases, it may also be found in processes, practises, and daily tasks. The organization's knowledge culture is reflected in the reuse of knowledge and the provision of knowledge to those who need it (Jennex & Olfman, 2006).

2.5 Organizational Cultures and KM Process

Organizational culture can be categorised in a variety of ways. The differences between result-oriented and process-oriented organisational cultures, strictly regulated and loosely managed, employee- and job-oriented, closed and open systems, and professional and parochial-oriented cultures are among the most significant. The study conducted in 1990 by Hofstede et al., has given extremely helpful insights on how different cultures affect knowledge management procedures. Employees incorporate previously held information into the company process to create a solid knowledge base because the process-oriented culture promotes knowledge storage (Markus et al., 2002). Because they are flexible and dynamic, result-oriented companies struggle with knowledge storage (Kayworth & Leidner, 2003; Schein, 2000; Ajmal & Koskinen, 2008). In a culture that emphasizes outcomes, an individual's contribution to knowledge and accomplishment of organizational goals are significant. (Jarvenpaa & Staples, 2001; Wei, 2005; Alavi et al., 2006). The culture that prioritises results promotes information transfer, knowledge exchange, and knowledge application techniques (Bhatt, 2001; Wasko & Faraj, 2005). Knowledge production is challenging in tightly regulated cultures, whereas knowledge creation tactics are introduced in loosely managed cultures (Kayworth & Leidner, 2003). Since they provide an open, laid-back environment where communication is encouraged and employee liberty is strong, loosely managed cultures have a favourable impact on knowledge production (Brockman & Morgan, 2003; Kayworth & Leidner, 2003; Norman, 2004, Jacks et al., 2012). Organizations under strict supervision make it easier to store knowledge.

People in work-oriented cultures are eager to share their expertise with co-workers in order to generate new information and preserve it for the benefit of their companies (Woodman & Zade, 2011). Knowledge transmission is facilitated by workplace cultures that prioritise workforce (Hofstede et al., 1990; Wasko & Faraj, 2005, Eskerod & Skriver, 2007; Ajmal and Koskinen, 2008). Open-system cultures make it easier to apply information because they promote dialogue and exchanges between those who provide knowledge and those who receive it. Due to resistance and discouragement of connection with outsiders, closed-system cultures have a detrimental effect on knowledge acquisition and implementation (Kayworth & Leidner, 2003; Alavi et al., 2006). Because workers feel it is for the benefit of the firm and are rewarded for

it, parochial cultures encourage information transfer (Janz & Prasarnphanich, 2003). Li. et al., (2007) examined how KM processes are impacted by "entrepreneurial culture, tasks-goal-accomplished culture, and smooth-running culture". Due to the freedom and encouragement given to employees to be proactive, enterprising, risk-takers, and innovative, entrepreneurial cultures foster the development, sharing, coordination, and recycling of information. The knowledge process is badly impacted by task-goal cultures since power is associated with knowledge in these societies. People in this society keep their opinions to themselves and hoard knowledge. Knowledge activities are adversely impacted by smooth-running cultures as they have a bureaucratic structure centred on authority and control that leaves little room for flexibility, creativity, or open communication. In their study, Akhavan et al. (2014) examined the effects of KM activities on cooperativeness, inventiveness, consistency, and effectiveness cultures. An environment for peer learning through knowledge production and knowledge sharing is created by the cooperative and inventive culture. On the other hand, consistency-culture has a detrimental effect on the production and exchange of information. Effectiveness culture has little effect on knowledge management.

2.6 Organizational Culture's Competing Value Framework and the SECI Model

The competing value framework of organizational culture, that encompasses "clan, adhocracy, market, and hierarchical culture," has been related to the SECI model of knowledge conversion." (Rai, 2011). An organization's clan culture is centred on information acquisition, and conversion takes place through socialising mode. Knowledge conversion and generation are given top emphasis in organisations with an adhocracy culture. An organisation with a market culture prioritises knowledge creation, which is converted through combination mode. The internalisation strategy prioritises knowledge acquisition and conversion in hierarchical organisations. Systems for knowledge management are more successful in organisations that adapt by using the four modes of the SECI framework.

2.7 Organizational Culture and Knowledge Sharing

Significant insights have been gained from the empirical study done by Shao et al. (2015) to look at how organisational culture influences explicit and tacit knowledge sharing behaviour. The results of the study suggest that group culture and hierarchical culture both have a positive influence on employees' explicit and implicit knowledge sharing. Since employees at different levels send and receive manuals and other paperwork, there is an explicit knowledge exchange in hierarchical cultures (Jones

et al., 2006). Strong links, affiliations, and internal organization are encouraged by group culture, which makes it simpler for individuals to communicate tacit knowledge. (Liu et al., 2011). Since the development culture stresses adaptability, change, and the external world, it is intimately tied to knowledge generation (Quinn & Spreitzer, 1991; Nonaka & Von, 2009). Positive correlation exists between rational culture and both explicit and implicit knowledge exchange (Shao et al. 2015).

The new approach to knowledge management puts more emphasis on people and activities than it does on technology or the ability to design knowledge-handling and -exploitation systems. It seeks to establish a setting in which information is shared rather than held in reserve (Allameh, 2018). Your information sharing in an organisational culture depends on a variety of things.

- **Trust:** Trust is a key element of corporate culture and is believed to have a substantial influence on information sharing. It can also refer to interpersonal trust between co-workers. The expectation of an individual or group in the sincerity of an individual's or group's commitment or behaviour is known as interpersonal trust (Ganguly et al., 2019). There must be trust for team members to respond honestly and offer their expertise (Attar, 2018).
- **Employee Communication:** In this context, "communication" includes both verbal exchanges and nonverbal signs like body language. Social networking is heavily utilised at work, greatly improving interpersonal relationships. The spread of information depends on this route of communication (Kremer et al., 2019).
- **Information System:** An information system is a combination of people, information, and procedures that work together to support an organization's regular business operations, problem-solving, and decision-making. (Al-Kurdi et al., 2018).
- **Reward System:** According to Syed-Ikhsan & Rowland, workers require good incentive to share knowledge (2004). It is foolish to think that all staff members will eagerly offer their knowledge without considering the advantages or disadvantages of doing so.

Traditional organisational structures often have complex levels and lines of responsibility with specific information reporting methods (Attar, 2018). Mostly supervisors are acquainted with the understanding that bureaucratic setup hampers smooth flow of information and reduces the efficiency of procedures. Furthermore, these processes can take a long time in order for information to get through all levels. According to Syed-Ikhsan and Rowland (2004), knowledge sharing thrives in organisations with framework that encourage uncomplicated flow of information and minimal divisional borders. Through the establishment or acquisition of knowledge

repositories, which allow staff members to access shared experience and enable electronic expertise exchange, organisations use a variety of information technologies to promote knowledge sharing (Huang & Crotts, 2019). Supervisors must think about the benefits of cooperation, association and the sharing of good practises while developing incentive schemes. The objective is to create mechanism that incentivize horizontal collaboration and information sharing. Individual success must not be the determining factor for these incentives (Le & Lei, 2019).

2.8 Corporate Culture and KM

According to Sabri (2005) research, there is a connection between KM and company culture. Since bureaucratic organisations tend to focus on regular and uncomplicated activities, the power and role-oriented culture discourages information exchange. Due to their centralised coordination, limited information processing capacity, and managers who are isolated and more focused on politics, these cultures shun KM. Knowledge generation in an organisation is facilitated by the accomplishment and support cultures. These corporate cultures encourage the transfer of information because they are transparent, highly participatory, risk-taking, globally focused, creative, and inventive.

2.9 Cultural Dimension and KM

Wong (2005) researched the effect of cultural aspects on KM and made a significant contribution to the body of knowledge about the relationship between organisational culture and KM. Given that it encourages collaboration and teamwork, collectivism has a favourable impact on knowledge development (Chen et al., 1998). In contrast to individualism, which stresses personal aims and holds that personal value is more essential, collectivism encourages people to share information and collaboration makes it easier for people to do so (Wagner, 1995). Individualism rejects collaboration and information exchange (Nahapiet & Ghoshal, 1998; Smith et al., 2006). Avoiding ambiguity has a detrimental effect on knowledge production. According to Bochner and Hesketh (1994), companies with a high uncertainty avoidance level do not seek the development of new knowledge, whereas those with a low uncertainty avoidance level take chances and embrace difficulties in order to do so. Knowledge exchange and combination are significantly impacted by an organization's readiness to put up with different viewpoints, question established practises, and try out novel concepts (Cakar & Erturk, 2010). Knowledge generation is negatively impacted by power distance. Strong control mechanisms exist within high power distance organisations to prevent

individuals from knowledge generation (Shane, 1995). These firms have task-oriented employees that only prioritise completing tasks, disregarding the importance of information sharing. Low power groups engage in knowledge sharing and exchange because it is simpler for information to spread when members feel at ease interacting with others.

The effect of cultural aspects on KM has also been researched by Magnier-Watanabe (2009). Power differences in high power distance civilizations place a strong emphasis on knowledge acquisition. Individualistic cultures put a lot of emphasis on knowledge storage. Masculine societies promote the spread of information, whereas high uncertainty avoidance cultures concentrate on the exploitation of knowledge.

Table 2.1: Attributes of Organizational Culture and KM

S.No	Organizational Culture	KM	Literature Support
1	Flexible Adaptable Creativity Innovation	Knowledge Sharing	Banks (1999)
2	Human Resource Management Training Decision Making Performance Appraisal Compensation And Reward	Knowledge Acquisition Knowledge Documentation Knowledge Transfer Knowledge Creation Knowledge Application	S. Yahya (2002)
3	Organizational Culture Profile Trust Sharing Information Freely Working Closely With Others Developing Friends At Work	Knowledge Sharing KM Technology Implementation Success	Park et al. (2004)
4	Collaborative Culture	KM	Perez Lopez et al.(2004)
5	Power Culture Role Culture Achievement Support Culture	KM	Sabri (2005)

6	Cultural Enablers For Km Organizational Culture (Atmosphere And Culture Of Sharing) People (Training Course, Employee Incentive Program) Information Technology Strategy & Leadership (Obtaining Top Management Support)	KM	Yeh et al., (2006)
7	Entrepreneurial Culture Task-Goal-Accomplish Culture Smooth-Running Culture	Transferring Diffusing Storing Innovating	Lai & Lee (2007)
8	Motivation	KM Knowledge Asset	Fernandes (2007)
9	Story Telling Continuity Loyalty Trust Top Management Support Reward Structure Of Organization	Knowledge Acquisition Knowledge Sharing Knowledge Utilization	Zamantili and Uzuncarsili (2008)
10	National Culture Organizational Culture Professional Culture	KM	Ajmal et al., (2009)
11	National Culture High Power Distance Individualism Masculinity High Uncertainty Avoidance	Knowledge Acquisition Knowledge Storage Knowledge Diffusion Knowledge Application	Magnier-Watanabe (2009)
12	Clan Culture Adhocracy Culture Hierarchy Culture	Knowledge Conversion Socialization Externalization Combination Internalization	Tseng (2009)

13	Clan Culture Adhocracy Culture Hierarchy Culture Market Culture	Tacit Knowledge Sharing Behaviour Organizational Communication Personal Interactions Mentoring Willingness To Share Knowledge Freely	Suppiah and Sandhu (2011)
14	Innovation Ethical Leadership Legitimacy	Knowledge Exchange With Stakeholders Knowledge Creation KM Strategy	Guadamillas Gomez and Donate Manzanares, (2011)
15	Openness To Change Innovation Trust Teamwork Morale Information Flow Employee Involvement Customer Service Reward Orientation	Knowledge Exchange	Al Adaileh and Al Atawi (2011)
16	Competing Value Framework Clan Culture Adhocracy Culture Market Culture Hierarchical Culture	SECI Process Socialization Externalization Combination Internalization Ba Originating Dialoguing Systemizing Exercising Knowledge Assets Experiential Conceptual Systematic Routine	Rai (2011)
17	Organizational Culture	KM Practices	Nam Nguyen and Mohamed (2011)
18	Collectivism Uncertainty Avoidance Power Distance	Knowledge Creation Capability	Wang et al. (2011)

19	Hierarchy Culture	Knowledge Conversion Socialization Externalization Combination Internalization KM Processes KM Strategy KM Plan KM Plan Implementation	Tseng (2011)
20	Great Place To Work Credibility Respect Fairness Pride Camaraderie	Knowledge Processes	Nold (2012)
21	Strategies Organization Structure Education And Training Reward And Incentives Open Communication Worker Involvement Worker Flexibility	Knowledge Accumulation Knowledge Sharing Knowledge Utilization	Patil and Kant (2012)
22	Trust Transparency Flexibility Collaboration Commitment Honesty Professionalism	KM Initiatives	Mas Machuca and Martínez Costa (2012)
23	Adhocracy Culture Clan Culture	Knowledge Sharing Knowledge Dissemination Knowledge Donation Knowledge Collection	Trong (2012)
24	Innovativeness Culture Cooperativeness Culture Consistency Culture Effectiveness Culture	KM Generate & Acquisition Organizing & Saving Dissemination & Sharing Application	Akhavan et al. (2014)

25	Hierarchical Culture Rational Culture Group Culture Development Culture	Knowledge Sharing Explicit Knowledge Sharing Tacit Knowledge Sharing	Shao et al. (2015)
26	Result Oriented Culture Tightly Controlled Culture Job Oriented Culture Closed System Culture Professional Oriented Culture	Knowledge Creation Knowledge Storage Knowledge Transfer Knowledge Application	Chang & Lin (2015)
27	Artefacts Espoused Beliefs And Values Underlying Assumptions	Knowledge Creation Knowledge Sharing Knowledge Application	Al Saifi (2015)
28	Innovation Level Of Trust Culture That Value Knowledge Sharing Sharing Of Knowledge By Experienced Employees Effective Values System And Culture Intended To Promote Knowledge Sharing Publicly Recognizing People For Their Contribution To KM Tolerance For Mistakes	KM	Sinha et al.,(2015)
29	Organizational Culture	Knowledge Sharing	Corfield and Paton (2016)
30	Collectivism Uncertainty Avoidance Masculinity Femininity Short And Long Term Orientation Power Distance Individualism	Knowledge Sharing Collaborative Work Done Virtually Intention To Adopt KM	Usoro and Abiagam (2018)

31	Adhocracy Culture	Knowledge Management Processes: Creation, Dissemination, Exchange And Application	Adeinat and Abdulfatah (2019)
32	Hierarchical Structures Bureaucratic Culture	Knowledge Creation Knowledge Access Knowledge Adoption Knowledge Sharing	Ashok et al.(2021)
33	Trust And Social Networks	Tacit Knowledge Sharing	Umar et al.(2021)
34	Learning Culture	Knowledge Flows Knowledge Use	Kucharska and Bedford (2023)
35	HR Practices: Ability, Motivation And Opportunity Learning Organizational Culture	Knowledge Sharing	Naqshbandi et al.(2023)

Source: Compiled by the authors

2.10 Ethics

The term "ethics" refers to the moral code that is ingrained in culture and is founded on ideas of morality. Ethics is described as a set of moral principles that distinguishes between good and bad action (Rosenthal & Rosnow, 1991). When there is a conflict over which group will profit and which group will suffer, ethics must be applied (Doh & Quigley, 2014). The concepts of moral intensity and moral sensitivity are fundamental to ethical decision-making in an organisational environment (Kelly & Elm, 2003). Moral sensitivity is the moral purpose as per an individual's cognitive process, whereas moral intensity relates to issues relating to the moral necessity within a context. Individual customers, workers, groups of employees, and society at large are among the groups that are impacted by corporate ethical decision-making. When resources are few and resource distribution cannot be done to benefit all parties, such decision-making is very important. The view that workers have of how moral considerations are used in decision-making is known as the organization's ethical atmosphere (Cohen, 1993).

2.10.1 Ethical Issues

Land (2007) asserts that moral concerns may be divided into three categories: socioeconomic, technological, and juridical. According to Bryant (2006), the introduction of KM into a company has a hidden objective and underlying reason. The overarching goal is to provide corporations an advantage over knowledge workers. Expertise workers lose value and may be let go when their knowledge is archived by the company in knowledge repositories. Making employees' implicit knowledge apparent is the hidden purpose in order for enterprises to choose downsizing. KM systems may take immoral views while promoting KM, particularly while creating and putting in place KM systems. Conflicts over ownership might arise when it comes to information because it is a valued asset. Employers take advantage of workers' knowledge by failing to thank them and provide incentives for their contributions. Employees also conceal information and alter it for their own benefit at the same time. Members of an organisation will avoid information sharing and engage in knowledge hoarding if they believe that the organisational culture is unjust, unfair, and contemptuous. The literature highlights the unethical behaviours seen in businesses. This encompasses unethical behaviours such as knowledge manipulation, misappropriation, disputes over property and privacy rights, knowledge hoarding, a lack of autonomy for knowledge workers, trade secret leaking fraud, the disclosure of private information, and plagiarism (Zyngier and Nagpal, 2015).Misappropriation is the term for the improper use of knowledge. Also for the sake of achieving reasonable goals, knowledge is manipulated via amplification, omission, suppression, deletion and omission (Alter, 2006).

2.10.2 Ethical Indicators

Akhavan (2013) investigated how ethical factors affected knowledge management techniques. “Organisational value and ethical climate, commitment and responsibility, intellectual ownership and trusteeship and teamwork morale” were the four components that made up the ethical indicators. “Honesty, humility, organisational trust, fairness in behaviour, perseverance in one's job and the ability to accept criticism” make up organisational value and ethical climate. The ethical components responsibility, loyalty, foresight, commitment and working conscience make up commitment and responsibility. Secrecy, intellectual property rights, trusteeship, and concern for authenticity are all components of intellectual ownership and trusteeship. The ethical indicators of a team's working morale include council with others, affability, willingness to assist and show empathy for others, and self-control.

2.10.3 Trusting and Ethical Culture

From a commercial standpoint, a trusting and ethical culture is described as a predominate social connection in the form of a formal code of conduct and unwritten expectations that individuals have for one another in the corporation (Carroll & Buchholtz, 2008). Trust and moral behaviour are the foundation of the ethical and trustworthy culture that underpins the dominant knowledge culture. The crucial component for the generation and conversion of knowledge is an ethical and trustworthy culture (Curry and Stancich, 2000). Lack of mutual trust will reduce the culture of knowledge sharing. Knowledge sharing requires an environment of empathy, trust, and care for others (Vonkrogh, 1998). The organisational aspect of ethics encourages the generation and conversion of knowledge (Rai, 2011). The foundation for the quality of relationships and source of competitive advantage in the information economy has all been described as organisational trust (Canning et al., 2020). The cognitive component of organisational trust is based on evaluative calculations and predictions, such as the likelihood of reciprocal behaviour and a particular level of experience and understanding about the other actor (Ozmen, 2019). Because both parties have done honourably and competently well in the past and can be counted on to do so in the future, this type of organisational trust suggests that one side may trust the other (Javed et al., 2018). In other words, cognitive trust entails a logical assessment that aids the parties in avoiding foolish trust. However, cognitive trust is thought to only be effective in transient and temporary relationships. Affect-based trust is required for sustained organisational development with a long-term focus. The emotional part of trust is connected to the affective component. This type of trust usually develops over a long(er) period of time as relationships evolve and is implicit and self-evident. It involves a shared expectation of fairness and honesty in behaviour and is based on values, norms, and principles (Javed et al., 2019). Organizational trust depends on the relationships between the parties and the chances they have to assess one other's aptitude for carrying out certain functional duties or excelling in a particular social role. Consequently, trust characteristics within a single individual may change (Javed et al., 2019). As they connect with sentiments of justice and fairness, empathy and caring and arouse a willingness to reciprocate on the part of the other person, shared ethical ideals are crucial for the development of affective trust (Qiu et al., 2019).

2.10.4 School of Thoughts in Ethics

There are two ethical theories which are based on two schools of thoughts which are deontology and teleology. The deontological perspective is used to categorise the behaviour as morally right or wrong. Instead of focusing on the outcomes of an action, deontology explores how to judge an action's inherent goodness or badness

(Clark & Mills, 1993). The deontological school of thought holds that the method by which a decision is made influences whether it is valid or erroneous. Deontological concepts are included in normative frameworks. They make no assumptions about any particular moral ontology or moral epistemology. In deontology, a moral realist might be either natural (meaning that moral qualities are the same as natural qualities) or non-natural (meaning that moral qualities are not essentially natural characteristics), (Iranmanesh et al., 2020). A deontologist may have expressivist, constructivist, transcendentalist, conventionalist, or the divine command theory views on the nature of morality (Verbovska, 2019). After examining the two fundamental subcategories of deontological theories, it is now time to assess deontological morality more widely (along with a contractualist version of each). Contrary to consequentialism, deontological morality permits agents to give extra regard to their families, friends, and projects (Hall, 2020).

According to O'Boyle and Dawson (1992), teleology examines the results of human behaviour and assesses its value in the context of one's personal interests as well as societal and financial duties. The teleological approach focuses on the outcomes of choices. It is conceivable to have either a utilitarian or an egoist teleology. Another viewpoint on ethics is found in Aristotle's Nicomachean ethics, which holds that a person's behaviour, not an action's outcome or motivation, must be ethically proper. Personal interest or self-interest is the definition of egoism, whereas social or economic obligation is taking into account the well-being of others without expecting anything in return. Both teleology and deontology have a significant influences on employees' behaviour.

2.10.5 Ethical Stances Framework

A collection of written guidelines known as an ethical code helps people resolve problems, directs experts in choosing the best course of action, and enhances ethical ideas and conduct (Reck 1982, Weller 1988, and De Gorge, 1995). The proper conduct of employees both inside and outside the group is reflected in ethical codes (Maclver, 1995). Ethical norms neither minimise criminal activity nor resolve moral quandaries (Henry, 1995). As a result, suitable methods and institutions must support ethical codes (Shaw & Barry, 1992). The taxonomy of eight stances serves as the foundation for Fisher & Shirole's (2001) paradigm for ethical positions. These eight positions are: ethical neutrality; ethical awareness; ethical convention; an ethical puzzle; an ethical problem; an ethical dilemma; ethical cynicism; and ethical negotiation. When individuals think that a problem that bothers them should be disregarded, this is referred to as ethical neutrality or ethical closure (Karreman & Alvesson, 1999). Reacting to a situation in line with one's ethical principles is referred to as being ethically conscious.

The use of socially acceptable rules while addressing a problem is referred to as ethical convention. The term "ethical puzzle" describes a preference for handling ethical dilemmas by adhering to guidelines within a particular value system. When there is no perfect or ethical response to a problem, it is said to be an ethical problem. A scenario that is unclear and complicated and in which there is no obvious correct or incorrect stance is referred to be an ethical dilemma. The category that results from viewing a problem as a dilemma is ethical cynicism. At last there are negotiations that are conducted ethically and adhere to principles that are more advantageous.

2.10.6 Organizational Ethical Climate

Organizational ethical environment was introduced by Victor and Cullen in 1964 (Cullen and Victor, 1993). The psychological environment of the workplace has an effect on employees' productivity and job happiness. It is the job of the organization's ethical atmosphere to direct and mould workers' conduct with regard to right and wrong at work (Smith et al., 2006). Employees are provided with ethical practices and processes in a company with an ethical culture, which results in ethical intentions, conduct, and judgement. Nine different categories of ethical climate are identified under the organisational ethical climate hypothesis developed by Victor and Cullen: self-interest, personal morality, friendship, team interest, efficiency, business profit, social duty, company regulations, and professional codes. These ethical cultures could exclude one another to some extent (Vroom, 1964). These nine categories of ethical atmosphere acknowledge moral standards that encourage moral conduct inside the company. The ethical conduct of an individual inside an organisation is greatly influenced by these ethical climates.

Ethical climates emerge as a result of organisational rules, practices, and leadership and have a big impact on how individuals of the company make ethical decisions, which in turn affects their attitudes and conduct at work (Teresie et al., 2019). Early research on ethical cultures looked at their correlations with employee work attitudes including organisational commitment, as shown in Wang & Yen's meta-analytical study in 2021. However, during the past ten years, there has been an increase in the amount of research demonstrating the relationship between ethical climates and both ethical and behavioural outcomes in the workplace, as well as the identification of the organisational and team-level causes of ethical climates.

A review of the literature on ethical climates was conducted by Pagliaro et al. (2018), but their study had selective coverage and left out recent work that examined the boundaries of the relationship between ethical climates and work outcomes. The

repercussions of unethical climate and the factors that diminish or intensify such impacts were not recognised, a clear research strategy for the future was not established, and key methodological difficulties surrounding the evaluation of ethical climate were not addressed (Chen et al., 2019).

2.10.7 PRIMES Model

The personality, integration of morality, moral ecology and skills components make up the PRIMES paradigm of ethics (Huff, 2010). A prolonged moral activity in a social setting is the outcome of this technique. By integrating morality, this paradigm guides moral behaviour inside the self-system and moulds moral behaviour through the surrounding moral environment. Through the development of moral abilities and knowledge, it also promotes moral action. Personality affects how people approach and finish their tasks (John & Srivastava, 1999). An individual's personality is influenced by their life experiences, and their moral tendency is based on their personality (Huff & Barnard, 2008). Integrating morality is remaining committed to and persistent in doing morally correct tasks. The term "moral ecology" describes the moral climate within an institution. Both moral and immoral behaviour are ingrained in an organization's social environment, which may either help or hinder an individual's moral behaviour (Huff & Barnard, 2008). The moral environment is a network of connected moral ecologies. Moral ecology can assist in the development and maintenance of moral behaviour. A person is capable of both accepting and disobeying moral ethics. The moral course of conduct cannot be decided by moral ecology, but it can be constrained and supported. Possessing moral abilities and knowledge is necessary for following moral paths and navigating in a moral environment (Lapsley & Narvaez, 2005). Making moral decisions is aided by moral knowledge and expertise. To function in an organisation, people with various moral objectives and those living in various moral ecologies need various skills and knowledge. If the moral knowledge and abilities needed to create software that supports knowledge-based activities are different from those needed, then the KM system will also reflect those disparities.

2.10.8 Ethics Virtues

Based on the virtue-based philosophy of business ethics, Kaptein (2008) identified eight ethical qualities. The way a company encourages moral conduct and forbids unethical activity is a sign of how morally upright it is. The eight qualities are clarity, consistency of management and supervisors, supportability, feasibility, transparency, discussability, and sanctionability. The first three qualities pertain to an

organization's ability to self-regulate, the next two to its ability to self-provide and the last three to its ability to self-correct. Clarity relates to an organization's expectations for workers' behaviour. Employee behaviour should be distinguishable by the organisation as either ethical or immoral. Following ethical norms by management and supervisors is referred to as congruency of management and congruency of supervisors. Employees pick up on inconsistent signals if management and supervisors don't act ethically. The atmosphere that corporations provide for workers to adhere to normative standards is referred to as being feasible. How a company supports its employees in living up to normative standards is known as supportability. The term "transparency" refers to making employees aware of the effects of their activities. Discussability is the ability for an employee to voice and have a discussion about ethical issues. Sanctionability is the ability to reward moral behaviour and penalise dishonest activity. The absence of sanctions might be interpreted as approval of unethical activity.

2.10.9 Active Ethics

The information systems that constitute the foundation of knowledge culture are plagued by a number of ethical problems. These problems were noted by McBride (2014), who created the acronym ACTIVE based on the virtue ethics of Macintyre (2007) and Hursthouse (1999). The letters in the acronym ACTIVE stands for autonomy, community, transparency, identification, value and empathy. The term "autonomy" describes a person's capacity to manage their own knowledge and exercise their own judgement. When a user is autonomous, they have autonomy over how they engage with information systems and how they get information. Community denotes the ethical impact that an information system has on a community. It speaks to how the information system aids the neighbourhood in which it operates. In order to be transparent, information must be clear to users. Identity describes how an information system affects a user's identity and goals. The terms "value" and "information owners' value" are used interchangeably. Information system experts' capacity to empathise with users is referred to as empathy.

2.10.10 Ethics Diffusion

Ethics diffusion describes the spreading of corporate ethics throughout a company. Ethics must be diffused in order to be understood, spread, and highlighted. Modelling and imitating ethical behaviour are two ways that ethics are effectively spread. While unethical conduct dissipates naturally, dissipating ethical behaviour requires significant effort (Lange, 2008). There are five aspects to the dissemination of

ethics (Wu, 2016). Relative benefit, complexity, compatibility, observability and trialability are some of these factors. According to the relative advantage theory, acting ethically in business is always preferable than acting unethically. According to the complexity dimension, corporate ethics are straightforward and easy to comprehend. The term "compatibility" describes how well a company's ideals and goals align with its business ethics. The idea that others can see when corporate ethics are being upheld is known as "observability." The concept of trialability relates to the conviction that company can implement changes that can be tried and tested.

2.11 Integrating Ethics and Knowledge Culture

Employee performance is improved by organisational culture, which incorporates ideals and moral principles that offer an emotional feeling of connection (Ott, 1989). Trevino (1986) established a model of corporate ethical culture that takes into account the normative framework of the business. Knowledge culture opens up possibilities for gaining a competitive edge through improved information management, quick reactions to market dynamics, and changes in the business environment. However, the existence of knowledge cultures is frequently observed in a dynamically tense environment due to violations of personal privacy, disputes over intellectual property, data theft, etc. In addition, knowledge is withheld, denied, misrepresented, and misappropriated for organisational and personal gain. This alternative aspect of knowledge culture indicates that businesses should lean toward ethics. Knowledge is a resource that increases through time and offers businesses an advantage in terms of innovation and competition (Gupta et al, 2000). The majority of the literature on knowledge culture explores how it promotes knowledge generation, sharing, storage, and future application. The knowledge culture nirvana utopian approach does not address the moral problems that organisations confront, such as knowledge distortion, repression, and misuse (Alter, 2006). An organization's ethical orientation supports its knowledge culture by protecting intellectual property and data privacy. Concerns about ethics have been highlighted by the shift in emphasis from organisational culture to knowledge culture as well as other aspects including technology, employment styles, and quick changes in human life style. Knowledge culture benefits from employees and organisations upholding and valuing ethics (Akhavan, 2013.) A culture that fosters knowledge processes, encourages moral action with a purpose and tackles ethical disagreement is said to have an ethical knowledge culture. A company's ethical standards support the sharing of information and wholesome relationships with diverse stakeholders that aid in knowledge production. Organizational conduct over time that either supports or dissuades a company from operating sustainably is referred to as an organization's ethical culture. The foundation of an organization's knowledge culture is ethics, justice, and trust. An organization's ethical knowledge culture incorporates

expectations, experiences, and assumptions about how to promote ethical conduct and prevent unethical activity (Trevino & Weaver, 2003).

The capacity of an organisation to work with its stakeholders and decide how individuals behave more or less ethically is affected by ethics (Schein, 1985). A culture of ethical understanding helps an organisation to run sustainably. The performance of organisations is accelerated by ethical conduct. Organizational members are guided by shared ethical standards on what is acceptable and inappropriate. The availability of information to those who can utilise it well also renders it vulnerable to abuse. Information abuse is also made possible by the availability of information to those who can utilise it properly (Strain, 2007). The organisations struggle to strike a balance between securing data and making it accessible. Long-term success requires ethics in addition to the creation, sharing, and use of information (Crane & Matten, 2007). Unmoral behaviour, such as discrimination, corruption, dishonesty, and cheating, is detrimental to both people and enterprises (Sims & Brinkmann, 2009). The moral foundation of a company should be composed of a code of behaviour, value declarations, and legal obligations. In organisations, codes of conduct and value statements act as general directives that guide employee behaviour. The minimal of obligations that an organisation must fulfill are referred to as legal requirements. Establishing and advancing the prevailing ethics in knowledge culture is vital for a corporation (Sinclair, 1993).

The organisational ethical atmosphere has an impact on members' behaviour, perceptions, and ethical judgement. The ethical standards and norms that are promoted inside an organisation provide as a basis for moral judgement when determining if a circumstance, issue, or choice is ethically suitable. When someone acts unethically in order to further their own interests or the profits of their employer, they are adversely linked with such behaviour. Egoism is the pursuit of one's own interests (Simons, 1991). Individuals' attitudes toward information sharing will become more ethical as they subscribe to greater ethical standards (Detert & Edmondson, 2007). The success of knowledge management efforts and features may depend on initiative taken, but ethical behaviour is what makes knowledge management cultures sustainable. From a long-term viewpoint, a person's ethical attitude toward information sharing contributes to achieving and maintaining competitive advantage.

2.12 Unethical Practices in Knowledge Culture

When it comes to sourcing, acquisition, storage, and distribution, knowledge culture makes it easier to manipulate and monitor knowledge. Knowledge may be

produced, acquired, withheld, exaggerated, misconstrued, decreased, misappropriated and suppressed. It may also be neglected, hoarded, and suppressed. Suppression is the act of putting barriers in the way of someone using their original information that could go against their interests. When information is presented in a way that is prejudiced or serves the interests of one party over another, it is said to be distorted. Misappropriation is the term for the improper use of knowledge. The literature highlights the unethical behaviours seen in businesses. This encompasses unethical behaviours such as knowledge manipulation, misappropriation, disputes over property and privacy rights, knowledge hoarding, a lack of autonomy for knowledge workers, the disclosure of private information and plagiarism (Zyngier and Nagpal, 2015). Because it is private in nature, sharing tacit information solely rests on the owner's willingness to do so. The organisation doesn't know who the owner of tacit knowledge is. Employees hoard information so they may resist being controlled. For the sake of achieving reasonable goals, knowledge is manipulated via amplification, omission, suppression and deletion (Alter, 2006). Academicians must deal with the ethical dilemma of plagiarism (Chin. Loy. C., 2003). Knowledge is seen as a source of strength and a strategic advantage. Employers take use of their workers' knowledge without paying them fairly.

Conflict over knowledge ownership arises when employees' knowledge is seized by the employer, which is always unethical. Knowledge has a right of ownership and a right to privacy. There are two theories: the privacy theory, which addresses ownership conflicts, and the intellectual property theory (Dulipovici & Baskerville, 2007). According to intellectual property theory, organisations have the right to use, acquire, and market their organisational knowledge. According to privacy theory, everyone has the right to protect their private information. Knowledge culture must recognise, value, safeguard, properly compensate, and honour employees' contributions to knowledge (Rechberg, 2018). In order to transform knowledge into a strategic resource, knowledge culture should motivate people to participate in knowledge generation and sharing. In exchange for compensation and other monetary and non-monetary benefits, employees contribute knowledge sources to the workplace that are secured by the employer, thanks to the employment contract between the two parties. The literature also examines how employees may be reluctant to share their expertise out of concern for job security. Information system ethics place a strong emphasis on privacy, accuracy, property, and accessibility (Mason, 1986). Strong learning cultures in organisations make it easier to produce, acquire, and share knowledge (Finn & Torgeir, 2008). These companies are considered to as learning organisations when they effectively apply this information to their behaviour and performances (Lakshman, 2009).

Organizations that develop new information or acquire it and use it effectively are more successful than those that do not. The direct transmission and exchange of tacit information among people is another benefit of knowledge culture. In

the knowledge culture, the sharing of personal knowledge raises ethical concerns. The problem with knowledge culture is not technical but cultural, where there are questions about sharing or hoarding of information. One of the biggest issues firms confront is employees who are reluctant to share their expertise. Due to their competitive drive, workers are more likely to hoard knowledge than to share it. Knowledge hoarding might make it difficult for organisations to survive. This appears to be extremely unethical behaviour on the part of the personnel. On the other hand, knowledge workers lose value and become more vulnerable to layoffs and retrenchments if their information is ingested into data warehouses and expert systems. The employers engage themselves in unethical behaviour through downsizing. Maintaining a balance between an organization's right to use employee knowledge and an employee's right to job security and benefits for sharing information is an ethical concern (Evans and McKinley, 2011). Knowledge management is seen by businesses as a way to boost profitability and productivity (Campbell et al., 2012). This is characterised as using information to your advantage in the marketplace (Heizmann, 2011). Conflicts about who owns the information in an organisation are one of the major ethical issues that it faces.

Employees have knowledge that is stored in their memory. The idea that "knowledge is power" affects how people share and use their information. Employees tend to avoid sharing information since it is thought of as an economic resource. An individual's attitude may serve as a representation of how they assimilate knowledge and acknowledgment they get has an impact on this behaviour. Conflicts over knowledge ownership arise when the knowledge created by an individual's involvement in a knowledge culture is subsequently seized by an institution. This ethical dilemma could draw attention to ethical issues. The company asserts ownership over information that was first held by individuals. Patent and trademark organisations acquire property rights over minds through intellectual property rights. Conflict developed as a result of the fact that the organisation, not the employee, is the one who created the knowledge in the first place (Felin & Hesterly, 2007). Knowledge processing behaviour is influenced by the power-related association of information, which can result in knowledge hoarding. Because of the ineffective incentive system, knowledge processing can be demotivating and induce knowledge hoarding. People in an organisation may decide to hoard information because they believe that by sharing it, they risk losing control of it. The people collect information from their employers as well as from their co-workers. In environments where information sharing is evaluated and punished, knowledge hoarding is also seen (Delong & Fahey, 2000). Managers hinder innovation because of concern for losing their position of authority.

Tension in the knowledge culture is brought on by the ownership dispute. The struggle over knowledge ownership between the company and its workers and the employees' decision-making authority are both contributing factors to the tension in the knowledge culture (Grant, 1996). Organizations are not entitled to claim ownership of

all knowledge developed or held by employees. When one person wants information and another is hesitant to contribute, the knowledge culture becomes tense. When information is viewed as a source of power and people are not given any credit for their contribution to the processing of knowledge, the knowledge culture experiences such conduct. Organizations are in charge of managing knowledge ownership and involvement with knowledge processes is emphasised as a means-to-end strategy for knowledge culture. It may be unfair and cause conflict to use people and their expertise as a tool to an organisational aim without satisfying their need. Fairness is proven when employees are treated equally and when organisational and personal needs are given equal weight. Organizations and workers have a moral need to do justice in order to manage knowledge ethically and effectively. Trust is another essential element of knowledge culture since it shows the company's concern for and reliability toward its employees. Starting out, top management should be forgiving of mistakes and encourage the exchange of fresh knowledge. In order to prevent, reduce, and manage conflict between firms and employees, ethics should be the cornerstone of knowledge culture. This may result in a moral compact between the two sides.

2.13 Role of Ethical Leadership and Stakeholders in Knowledge Culture

Organizational ethics promote knowledge management (KM) satisfaction, KM effectiveness, and increased knowledge utilisation (G. Wang et al., 2008). The knowledge culture encompasses knowledge that is embraced by stakeholders, including customers, suppliers, and shareholders, as well as knowledge that is ingrained within the organisation in the form of tacit and explicit knowledge of employees. Organizational relationships with stakeholders are influenced by how a corporation upholds its ethical standards and communicates them through physical and virtual organisational networks (Donaldson & Preston, 1995). Incorporating ethics into knowledge-sharing activities not only involves upholding ethical principles and norms, but it also strengthens connections built on trust and lasting friendships. When an organization's ethical culture is formed, employee dedication, investor loyalty and customer satisfaction may all improve company’s success. The newly developing business paradigm emphasises how an organization's ethical framework guarantees that it has obligations to its stakeholders. An organization's ethical framework encourages the broad distribution of information by encouraging member engagement, transparency and the pursuit of knowledge exchange (Guadamillas Gómez and Donate Manzanares, 2011). Profitable firms are more likely to develop and produce new knowledge if they appreciate and strongly adhere to ethical principles. Employers and other interested parties have the chance to contribute to the expansion and advancement of knowledge at institutions run by ethically conscious executives. Furthermore, ethical leadership encourages justice, openness, and trust, all of which foster information sharing. The top management, under the direction of an

ethical leader, contributes significantly by allowing all stakeholders to participate in the creation of knowledge.

2.14 Ethics and Knowledge Management Processes

The competing cultural value paradigm does not account for ethics and trust, according to Rai's (2011) study. With the addition of cultural and ethical components, the CVF was modified. The author also reached a conclusion on the role that ethics plays in KM strategies and other knowledge-based processes.

Rezaiian & Ghazinoory underlined the central significance of ethics in knowledge management practises (2010). This study showed a clear link between the ethics and useful aspects of information management techniques. Information production, storage, sharing, and application are all related to “trust, respect, honesty, ownership, support, empathy, accountability, dedication, secrecy, and concern for authenticity”.

The knowledge management procedures make up the Nonaka & Takeuchi cycle of knowledge conversion. The four components of the knowledge conversion cycle are: “socialisation, externalisation, combination, and internalisation”. According to Akhavan's study findings, ethical principles have the most impact on combination, followed by socialisation and externalisation. Ethics have no bearing at all on internalisation. When turning existing explicit information into new explicit knowledge and preserving it, ethical markers such as trust, secrecy, and care in authenticity, confidence, and intellectual property are crucial. The ethical markers, such as teamwork, promote socialisation by allowing members of teams and organisations to exchange experiences. The significance of ethics is emphasised since interpersonal interactions are the foundation of socialisation. The ethical standards play a vital role in externalisation by motivating employees to share their knowledge. Internalization and ethics do not strongly correlate. The success of the KMPs depends on the ethical norms. Employee productivity and an organization's profitability may both grow as a result of ethics. Ethics should thus be respected throughout the business. The efficacy of KMP can be enhanced by organisational emphasis on ethics, which can facilitate the efficient translation of implicit and explicit knowledge.

2.15 Knowledge Sharing and Business Ethics Diffusion

Knowledge exchange and the spread of corporate ethics are related (Wu, 2016). Sharing knowledge involves more than just passing along information; it also inspires the recipient to absorb the knowledge and put it to creative use. There are two stages in the exchange of knowledge. Knowledge externalisation from the knowledge holder and knowledge internalisation from the knowledge seeker constitute the first step. Information sharing helps many companies succeed, but it also calls for the careful use of knowledge (McEvily et al., 2000). Unspoken information, or the knowledge that employees get via extensive on-the-job training, is the main barrier to knowledge exchange (Zande & Kogut, 1995). In order to prevent such losses, employers should encourage their staff to share and use their expertise (Chang, 2000). In the culture of knowledge, it is crucial to recognise knowledge dissemination. As a notion, business ethics is spread across the social system through imitation or modelling. Spreading business ethics is a method of exchanging knowledge. Knowledge sharing will be improved if corporate ethics are seen favourably. Sharing of information aids in the spread of corporate ethics.

2.16 Ethical Theories and Culture

There is a connection between organisational culture and the deontological (process-oriented) and teleological (outcome-oriented) approaches to ethics (Bridges, 2018). Organizations that are process-oriented or with a deontological perspective have an adaptable and diversified culture, whereas organisations that are outcome-oriented or with a teleological approach have a family-like culture. In contrast to managers in outcome-oriented companies, those in process-oriented organisations employ both intuition and analytical measurements when making decisions. Making ethical judgements has societal repercussions since they decide which groups will profit and which will suffer in situations when there is an ethical quandary. According to Oumlil's (2017) research, there is a connection between idealistic and relativistic ethical orientations and collectivist and individualistic cultures. One of the elements of Hofstede's (2005) individualism vs collectivism is the contrast between collectivistic and individualistic cultures. The belief of an individual about self-interest or organisational interest is dealt with in business ethical decision-making with an idealistic or relativistic viewpoint. Knowledge generation and sharing are encouraged in collective cultures, but they are not in individualistic cultures. A greater idealistic ethical orientation can be found in communal culture, whilst a relativistic ethical orientation can be found in individualistic society.

Table 2.2: Integrating Ethics and Knowledge Culture

S.No	Ethics	Knowledge Management Organizational Culture	Literature Support
1	Ethical Issues Privacy Integrity Honesty Fairness Openness Autonomy Accountability	Culture Change – Knowledge Creation And Application (Innovation In Policies, Procedures And Work Methods; Openness To Change)	Woodall (1996)
2	Ethical Implications	Organizational Culture Organization Representation Organizational Values & Norms Organizational Mode Of Expression Organizational Mode Of Action	Dion (1996)
3	Ethical Puzzle Ethical Problem Ethical Convention Ethical Dilemma Ethical Awareness Ethical Cynicism Ethical Neutrality Ethical Negotiation	Indian Management Culture	Fisher et al. (2001)
4	Ethical Issues (Securing Access To Personal Information)	Global Information Environment- Creating Information Globally Seeking Information Globally Disseminating Information Globally	Beghtol (2001)
5	Business Ethics (Acceptable & Unacceptable Business Activities)	Organizational Culture	Svensson & Wood (2003)
6	Ethical Issues Socio Economic Issue Technical Issue Legalistic Issue	Knowledge Creation (Top Management Support For Knowledge Creation) Knowledge Storage (Information Systems & Expert Systems To Store	Land et al. (2007)

		Knowledge) Knowledge Sharing (Sharing Information Freely) Knowledge Use(Strategic Flexibility And Tolerance To Mistakes While Knowledge Application)	
7	Victor Cullen's Ethical Climate Self Interest Friendship Personal Morality Organizational Interest Team Interest Organizational Rules And Procedures Self-Economic Interest Social Responsibility Law Of Professional Codes	Organizational Culture	Liu and Richard (2004)
8	Honesty Integrity Trust Justice Right & Duties Good Personal Relation Teamwork Care	Diverse Organizational Cultures (Navy, Police, Family Owned Engineering Business)	Small, M. (2006)
9	Computing Ethics Assessing Sensitive Data In Health Sector Risk In Designing Information System Through Technical Procedure That Fail To Address Human Character Of Environment	Culture-(Virtual/ Online World)	Strain (2007)
10	Victor Cullen's Ethical Climate Self Interest Company Profit Efficiency Friendship Team Interest	Organizational Knowledge Management Creating Knowledge (Creativity For Knowledge Creation) Storing Knowledge (Databases And Information Systems)	G. Wang et al., (2008)

	Social Responsibility Personal Morality Company Rules/Procedures Laws/ Professional Codes	Transferring Knowledge (Sharing Information Freely) Application Of Knowledge (Communication & Information Flow For Application)	
11	Right To Privacy	Knowledge Culture (Ict Culture In Western Countries Vs Japan)	Collste (2008)
12	Moral Intensity Moral Sensitivity	Knowledge Management Culture Personal Knowledge Management & Organizational Knowledge Management (Knowledge Acquire, Knowledge Share And Knowledge Use)	Costa et al. (2010)
13	Personality Integration Of Morality Moral Ecology Skills	Knowledge Culture	Huff (2010)
14	Ethical Leadership	Knowledge Exchange With Stakeholders (Working Closely With Others For Knowledge Sharing) Knowledge Creation (Top Management Support For Knowledge Creation)	Guadamillas Gomez and Donate Manzanares (2011)
15	Ethical Issues Knowledge Omission Knowledge Distortion Knowledge Suppression Knowledge Amplification Knowledge Hoarding Knowledge Ownership Conflict	Knowledge Management Knowledge Sharing (Culture That Value Knowledge Sharing; Sharing Knowledge By Experienced Employees)	Evans and Mckinley (2011)
16	Ethical And Trusting Culture	Knowledge Creation Knowledge Creation Through Socialization (Clan Culture) Knowledge Creation Through Externalization (Adhocracy Culture)	Rai (2011)

		Knowledge Creation Through Combination (Market Culture) Knowledge Creation Through Internalization	
17	Corporate Ethics Virtue Model Congruency Of Supervisor Congruency Of Management (Organization Has Clear Ethical Standards) Feasibility (Conditions Organizations Provide To Comply With Normative Exceptions) Supportability (Organization's Help To Employees To Meet Normative Expectation) Transparency (Awareness Of Consequences Of Action) Discusability (Opportunity To Discuss Ethical Issues) Sanctionability(Reward And Punishment For Ethical & Unethical Behaviour) Clarity (Conduct Of Employee)	Knowledge Application (Innovation) Product Innovation Process Innovation Market Innovation Behavioral Innovation Strategic Innovation	Riivari et al. (2012)
18	Ethics	Knowledge Sharing Internal Communication Sociability (Developing Friends At Work)	Tilley et al. (2012)
19	Ethical Theories Consequentialist Deontology Virtue Ethics	Knowledge Economy	Harrison And Rooney (2012)
20	Ethics Deontology Teleology	Identifying Knowledge Capturing Knowledge Retrieving Knowledge Sharing/Transfer Of Knowledge	Lee (2012)
21	Conflict Of Knowledge Ownership (Between Organization And Employee)	Knowledge Acquired/Createdt Knowledge	Rechberg And Syed (2013)

		Exchange/Transfer Knowledge Stored Knowledge Protected	
22	Organizational Value And Justice Commitment & Responsibility Intellectual Ownership & Trusteeship Team Working Morale	Knowledge Creation Through Socialization Externalization Combination Internalization	Akhavan et al. (2013)
23	Ethical Theories Consequentialist Deontology Virtue Ethics	Knowledge Creation (Motivators And Rewards For Knowledge Sharing) Knowledge Storage (Storing In Information Systems) Knowledge Transfer (Culture That Value Knowledge Sharing) Knowledge Application (Employee Empowerment For Knowledge Application)	Chatterjee and Sarker (2013)
24	Autonomy Community Transparency Identity Value Empathy	Knowledge Culture (Usage/Dependence On/Of Information System)	Mcbride (2014)
25	Organizational Value And Justice Commitment & Responsibility Intellectual Ownership & Trusteeship Team Working Morale	Knowledge Creation Through Socialization Externalization Combination Internalization	Akhavan et al. (2014)
26	Indian Business Ethics Evolution Phase 1: Panchayati Raj Phase 2: British Raj Phase 3: License Raj Phase 4: Invisible Raj Phase 5: Juggad Raj	Indian Culture (Based On Religion) Karma: Artha, Dharma, Kama,Moksha	Berger And Herstein (2014)

27	Ethical Issues Knowledge Hoarding Knowledge Manipulation And Misappropriation Knowledge Ownership Conflict	Knowledge Exchange (Open Communication For Knowledge Sharing)	Zyngier and Nagpal (2015)
28	Business Ethics Diffusion Relative Advantage (Practicing Business Ethics Is Better) Complexity (Business Ethics Is Understandable) Compatibility (Practicing Ethics Parallels Value) Observability(Practicing Ethics Is Observable) Trialability	Knowledge Sharing (Culture That Value Knowledge Sharing) Knowledge Application (Service Innovation & Employee Involvement For Knowledge Application)	Wu, C. F. (2016)
29	Ethical Orientation Idealistic Ethical Orientation Relativistic Ethical Orientation	Knowledge Creation And Sharing (Collectivistic Culture) No Knowledge Sharing (Individualistic Culture)	Oumlil (2017)
30	Ethics In Knowledge Organization	Slanted Knowledge Organization	Guimaraes (2017)
31	Information Integrity	Information System Pactices (Storing And Managing Information) Data Governance	Rogerson et al. (2017)
32	Ethical Decision Making Process Oriented (Deontology) Outcome Oriented(Teleology)	Organizational Culture	Bridges (2018)
33	Ethics	Safety And Security Culture From Emerging Technologies (New Knowledge Creation And Its Distribution)	Ischi And Rath (2019)
34	Ethical Challenges	Multipurpose Iot Solution	Vermanen and Harkke (2019)
35	Ethics	Knowledge Management	Mohamed (2020)
36	Ethics	People Analytics	Tursunbayeva et al. (2021)
37	Ethical Framework Privacy	Iot Deployment	Vermanen et al. (2021)

	Autonomy Confidentiality		
38	AI Ethics	Knowledge Management	Rhem(2021)
39	Hoarding Of Knowledge	Knowledge Sharing And Knowledge Transfer	Anand et al.(2022)
40	Ethical Leadership	Knowledge Sharing	Udin(2023)
41	Work Ethics	Knowledge Sharing	Chaudhary et al. (2023)
42	Big Data Ethics	Innovation And Technology Adoption Process	Bosman et al.(2023)
43	Unethical Proorganizational Behavior	Knowledge Hiding and Sharing	Masood, A. et al.(2024)

Source: Compiled by the authors

2.17 Summary

In the framework of the current research, the present section aims to emphasise the background, benefits, and drawbacks of specific theories. In order to gain an overview of the theories chosen for this study, an analysis of academic journals, conference proceedings, technical reports, books, and other pertinent publications was used for creating this literature review chapter. Secondary literature sources were analysed and reviewed for this purpose. The chapter offers an understanding of the various theories that have been produced in the past, along with their related concerns and usefulness. The Literature Review chapter assesses how important organisational culture is to knowledge management (KM). It highlights how crucial it is to foster a culture of information creation, sharing, storage and application in businesses in order to increase effectiveness and production. The chapter further discusses the literature on impact of ethics on knowledge management activities. It highlights the importance of ethics in managing employees in forming an organisational culture and stresses that a supportive ethical atmosphere is necessary for successful knowledge management activities.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

In the previous chapter, the literature on studies relating to ethical norms prevailing in organizations and knowledge culture was reviewed. To fill the research gap identified at the end of the literature evaluation, research was conducted in accordance with the goals of the current study. The search for knowledge is a never-ending mechanism that, being in its optimal stage, is referred to as research (Malhotra et al., 2017). The primary goal of any practical research is to identify, infer, and develop methods and approaches that expand the scope of the wide range of technical and scientific concerns that exist globally. (Booth et al., 2018). Research Methodology discusses and evaluates methodologies, offers more light on related constraints and resources, explains assumptions and conclusions, and links them to the waning areas at the margins of knowledge (Kumar, 2018). The research methodology chapter, which is presented below, aids in the creation of a detailed plan for the study performed. The approaches and strategies used in this study are of best interest in terms of the thesis's outcomes. Based on the research questions restated, the research philosophy in context to research paradigm and relevant research approach, as well as their relation to applied research technique, are discussed in this chapter of the study.

In consideration of the study objective to understand the impact of Ethics on Knowledge Culture in India in context to the IT/ITes Sector, a quantitative research approach is applied. For constructs, ethics and knowledge culture, the questionnaire as the research instrument was followed for the survey as data sources with responding to research questions, testing hypotheses, and evaluating results. There are various reasons for selecting questionnaire as a research instrument as it is not very expensive and it can reach to large number of people quickly. The dimensions of Ethics and respective indicators have been described by different authors as discussed in the literature review section which has been referred to while analysing the ethics as a construct and design

of the questionnaire accordingly. Similarly, the theoretical aspect of knowledge management with culture discussed in the previous chapter assisted in analysing it as a construct with associated dimensions. This analysis helped in designing the questionnaire specifically. The conceptual framework developed for this study (Fig 3.1) described the proposed relationship of different aspects under each construct that was tested in next chapter. The proposed framework shows the way ethics (an independent variable) affects knowledge culture (dependent variable). There are 41 items under constructs in the conceptual framework where 27 items of ethics and 14 items of knowledge culture. The 27 items under ethics are organizational values and ethical climate (trust, honesty, fair behaviour, humility, criticism taking and perseverance in work); commitment and responsibility (responsibility, working conscience, commitment, loyalty and foresight); intellectual ownership and trusteeship (secrecy, intellectual property right, trusteeship and care in authenticity); team working morale (council with others, helping and empathy with others, affability and self-control); PRIMES (personality, integration of morality, moral ecology and skills & knowledge); ethical issues (socioeconomic issues, technical issues, knowledge hoarding, manipulation & misappropriation and property & privacy right conflict).

The quantitative analysis including various statistical techniques was used for the collected data by the survey for better findings and outcomes. Finally, the chapter covers the ethical considerations associated with this study along with the researcher's ethics followed in performing the current research.

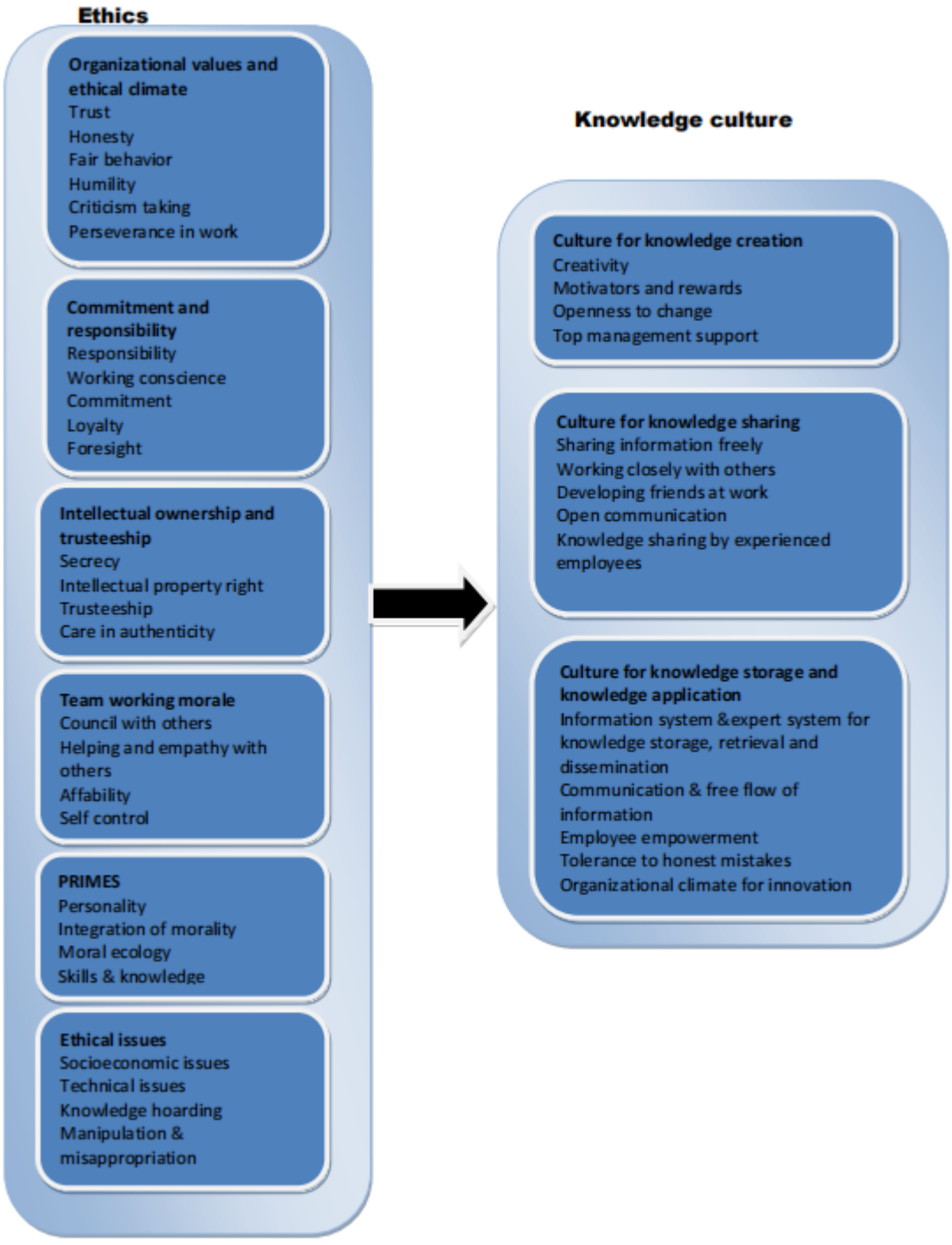

Fig 3.1 Conceptual Framework

3.2 Research Questions

The main goal of the study is to investigate the impact of ethics in the workplace on firms' knowledge culture in the IT/ITes industry by addressing the following research questions.

1. To what extent ethical norms and codes are followed and practiced in organizations?
2. To what extent knowledge creation, sharing, storage and application is there in the culture of organizations?
3. Is the knowledge culture of organizations positively related to ethical norms and codes prevailing in organizations?

Based on these research questions, the following related aspects have been investigated:

- What are the organizational values and ethical climate prevailing in the organizations?
- What are the ethical aspects related to commitment and responsibility?
- What are the ethical aspects related to intellectual ownership and trusteeship**?**
- What are the ethical aspects related to the team working morale?
- What are the PRIMES factors related to ethics prevailing in the organization?
- What are the issues related to ethical behaviours within organizations?
- What are the essential aspects of knowledge management that assist the prevailing culture in the organizations?
- How do aspects related to ethics influence the knowledge culture of organizations?

3.3 Necessary Data for Ethics and Knowledge Culture

As the phenomenon must be determined in the real world through measurement and evidence, data on the ethics and knowledge culture variables were collected to develop responses to research questions. The adopted positivist approach supported this research appropriately as it focuses on examining the influence through the development of hypotheses and its testing. Moreover, the current study aims to measure the impact of variables, therefore, the quantitative research approach adopted facilitated with numeric data compilation. The data collection was based on the factors that affect the knowledge culture in context to the dimensions of ethics in the IT/ITes

sector. The survey method was adopted to collect the relevant data on the constructs namely ethics and knowledge culture from the participants from IT/ITes organizations.

3.3.1 Data for Ethics

Quantitative data was needed to measure the aspects of ethics in order to deduce solutions to the research questions. The questionnaire-based survey method was adopted for collecting data in order to respond to the questions about organizational ethical norms and rules that were followed and practiced in the organizations. The perceptions of the participants concerning ethical norms and features inside their organizations were utilized to measure ethics at the individual level, taking into account the aspects associated with ethics. The data was collected from managers working from diverse departments and different levels to get a comprehensive view of the ethical climate of organizations. For the questionnaire-based survey, four levels of participants from the organizations were targeted. These levels were "non-managers, level 1 managers, level -2 managers, and level-3 managers". The justification of considering non-managers along with the first 3 levels of managers was that all these levels can give a comprehensive understanding of the different items considered under ethics. For data collection for ethics as a construct, the aspects associated with ethics identified from the literature review were namely "organizational values and ethical climate, commitment and responsibility, intellectual ownership and trusteeship, team working morale, ethical issues, and PRIMES factors" related to ethics. The questionnaire used as the quantitative research instrument was developed on a Likert 7-point scale for collecting the interval data. The overview of research instrument is presented in Table 3.1. Quantitative data was also required to help corroborate the quantitative instrument's findings. The information was required in order to shed light on the ethics variable in this study and its impact.

Table 3.1 Overview of Instrument (Ethics)

Variable	Dimension	No. of Items	Source
Ethics	Organizational Values And Ethical Climate	Trust Honesty Fair Behaviour Humility Criticism Taking Perseverance In Work	Akhavan et al. (2013), Vermanen et al. (2021), Chen et al. (2022)

	Commitment And Responsibility	Responsibility Working Conscience Commitment Loyalty Foresight	
	Intellectual Ownership And Trusteeship	Secrecy Intellectual Property Right Trusteeship Care In Authenticity	
	Team Working Morale	Council With Others Helping And Empathy With Others Affability Self-Control	
	Primes	Personality Integration Of Morality Moral Ecology Skills & Knowledge	Huff (2010), Seymore and Curtis (2023)
	Ethical Issues	Socioeconomic Issues Technical Issues Knowledge Hoarding Manipulation & Misappropriation	Land et al. (2007), Evans and McKinley (2011), Zyngier and Nagpal (2015), Anand et al. (2022), Dash et al. (2023), Tran (2023), Farooq and Durst (2023), Masood, A. et al.(2024)

3.3.2 Data for Knowledge Culture

For knowledge culture, the quantitative data was essential to understand the effects of the different dimensions and indicators identified for ethics as the independent construct, on the different aspects identified as part of knowledge culture construct. The data for the knowledge culture variable was acquired via a questionnaire-based survey method. These quantitative methods were aimed to respond to the research questions concerning the extent of knowledge culture existing in the IT/ITes organizations. The main aspects of the knowledge culture construct identified from the literature review are "knowledge creation or acquisition, knowledge dissemination, knowledge storage and

its use". The questionnaire used as the quantitative research instrument was developed on a Likert 7-point scale for collecting the interval data. The overview of research instrument is presented in Table 3.2.The participants' perspectives of knowledge culture inside their firms were used to assess knowledge culture at both the individual and organizational levels. To acquire a thorough view of the knowledge culture and management inside the firm, data was collected from managers of diverse departments and levels. Similar to the data gathering approach for ethics construct, for the questionnaire-based survey, four levels of participants from the organizations were targeted. These levels were "non-managers, level 1 managers, level -2 managers, and level-3 managers". The justification of considering non-managers along with the first 3 levels of managers was that all these levels can give a comprehensive understanding of the different items considered under knowledge culture.

Table 3.2 Overview of Instrument (Knowledge Culture)

Variable	Dimension	No. of Items	Source
Knowledge Culture	Culture For Knowledge Creation	Creativity Motivators And Rewards Openness To Change Top Management Support	Woodall (1996), Land et al. (2007), G. Wang et al. (2008), Guadamillas Gomez and Donate Manzanares, (2011), Chatterjee and Sarker (2013), Tursunbayeva et al. (2021)
	Culture For Knowledge Sharing	Sharing Information Freely Working Closely With Others Developing Friends At Work Open Communication Of Knowledge Knowledge Sharing By Experienced Employees	Land et al. (2007), G. Wang et al. (2008), Guadamillas Gomez and Donate Manzanares, (2011), Evans and McKinley (2011), Tilley et al. (2012), Zyngier and Nagpal (2015), Udin(2023), Chaudhary et al. (2023), Masood, A. et al.(2024)

	Culture For Knowledge Storage And Knowledge Application	Information System &Expert System For Knowledge Storage, Retrieval And Dissemination Communication & Free Flow Of Information Employee Empowerment Tolerance To Honest Mistakes Organizational Climate For Innovation	Land et al. (2007), G. Wang et al., (2008), Riivari et al.(2012), Chatterjee and Sarker (2013), Bosman et al (2023)

3.4 Data Collection Methodology

The NASSCOM-member organisations are where the data for the current study was gathered. Because it focuses primarily on information technology and related sectors, the organisation was chosen for the present research because it is a member of NASSCOM. NASSCOM has made it a priority to continuously support the IT-BPM industry since its founding in 1988. The 245 billion USD IT-BPM industries in India has been represented by NASSCOM, a non-profit trade organisation, as the industry's primary voice. This sector has greatly improved infrastructure, employment, exports, GDP, and worldwide recognition. The private sector in India employs the greatest number of people in this field. Through policy advocacy and support in determining the strategic direction for the industry to unleash its potential and conquer new frontiers, NASSCOM is focusing on creating the infrastructure required for the development of the IT-BPM sector. By encouraging a positive business climate, streamlining rules and processes, raising intellectual capital, and broadening the talent pool, NASSCOM is dedicated to strengthening India's place in the international IT order.

Being a non-governmental trade association and advocacy organization primarily focused on the information technology (IT) and business process outsourcing (BPO) industries in India, NASSCOM focuses on speeding the rate of industrial

transformation to emerge as the chosen enablers for global digital transformation in the IT/ ITes sector.

For the current study, the main participants for the survey-based study are the professionals at managerial positions working in IT/ITes organizations in India. The organizations selected were MNCs specifically as the data collected from the participants representing MNCs will give an insight into the way the business, as well as employees; maintain ethical climate and knowledge culture within the organizations while serving global clientele. The MNC organizations will assist with relevant information about the maturity of the industry's ethical atmosphere and practices for knowledge culture, the gaps that exist, and the roadmap for the industry to improve its functioning. In comparison to other types of organizations, MNCs require a knowledge culture in order to survive in the competing environment, therefore, these organizations generally establish a management culture for excellent communication across the subsidiaries to guarantee that information is exchanged for their businesses worldwide. Further, selecting the MNC organizations for this study is also based on the fact that although employees of these organizations are from all backgrounds, they must adhere to a single organizational culture. Hence, subsidiaries of multinational corporations (MNCs) operating in different cultures have a concept of maintaining the same kind of knowledge culture based on adhered guidelines.

The participants from the organizations represented different professional backgrounds with varying managerial levels of the organization in order to explore the varied aspects of the constructs under study.

The questionnaire designed for the survey has been divided into 3 sections. Section 1 of the questionnaire included questions regarding the respondent's personal details. Questions from Section 2 were aimed at collecting information from the respondents for the ethics construct. Questions from Section 3 were aimed at collecting information from the respondents for the knowledge culture construct. Each aspect/ dimension of the ethics construct has multiple items under it for collecting comprehensive data under each dimension. Questions on different aspects/dimensions of ethics such as “organizational values and ethical climate (6 items), commitment and responsibility (5 items), intellectual ownership and trusteeship (4 items), team working morale (4 items), ethical issues (4 items), and PRIMES factors (4 items)” related to ethics were responded to by the study participants. Similar to the ethical construct, each aspect/ dimension of the knowledge culture construct has multiple items under it for collecting comprehensive data under each dimension. The questionnaire designed for the knowledge culture construct includes questions on different aspects of the knowledge culture variable such as “knowledge creation or acquisition (4 items), knowledge dissemination (5 items), knowledge storage and its use (5 items)”. These

variables studied under the main constructs have been selected based on the review of the literature and conceptual understanding from relevant literature studies as discussed earlier. The measures constituted multi-item constructs, presented in Table 3.3.

Table 3.3 Measures

Item	Statement
Trust	Employees have faith in the organization's ability to keep promises made to them.
Honesty	It is critical for employees to be honest with one another.
Fair Behaviour	It is critical for employees to interact with one another in a fair and impartial manner.
Humility	Employee reflect humility while sharing knowledge for better learning.
Criticism Taking	Modesty and civility are valuable qualities expected in the organization.
Perseverance In Work	Employee's sensitivity and perseverance in work are great assets.
Responsibility	Employees are accountable and responsible for their work.
Working Conscience	Employees have a high level of work awareness.
Commitment	Employees are motivated about the organization's aims and missions, as well as their own responsibilities.
Loyalty	Employees are faithful to the organization and to one another.
Foresight	Employees act and make decisions with foresight, according to the goal of organization.
Secrecy	Employee and organisational information confidentiality is extremely vital and encouraged.
Intellectual Property Right	The importance of intellectual property rights is highlighted.
Trusteeship	For all members of organization, trusteeship is fundamental and significant.
Care In Authenticity	It is crucial to take care while measuring Authenticity (the correctness of a subject).
Council With Others	Employees should consult with others while performing tasks and making decisions.
Helping And Empathy With Others	Employees are sensitive to one another and willing to assist each other.
Affability	Employees work well together and are cooperative.
Self-Control	Employees must exercise self-control and is emphasized by the organization.
Personality	Employees are willing to share their skills and knowledge impartially.

Integration Of Morality	Employees don't trust and interact honestly with one another.
Moral Ecology	Employees' moral actions are affected by the people around them in the organisation.
Skills & Knowledge	Employees' moral activities are guided by their particular attributes and skills.
Socioeconomic Issues	Employee knowledge is not captured in an information system for downsizing or retrenchment.
Technical Issues	Whistle-blowers might be employees who build and implement knowledge management systems.
Knowledge Hoarding	Employees are open to share their personal knowledge.
Manipulation & Misappropriation	No modification or change in the information is done by employees for personal gain.
Creativity	Employees come up with unique concepts and creative ideas.
Motivators And Rewards	People are recognized and rewarded for their contributions to the knowledge culture within organization.
Openness To Change	Employees in KM initiatives are not reluctant to change and reflect openness.
Top Management Support	Knowledge generation is supported and encouraged by top management.
Sharing Information Freely	Employees readily share knowledge with one another.
Working Closely With Others	Employees collaborate closely in groups and teams.
Developing Friends At Work	Employees are friendly at work.
Open Communication Of Knowledge	A value system has been established to encourage knowledge sharing through open communication.
Knowledge Sharing By Experienced Employees	Employees discuss and share their expertise and previous experiences.
Information System &Expert System For Knowledge Storage, Retrieval And Dissemination	Knowledge storage, retrieval and dissemination is supported by proper information system & expert system.
Communication & Free Flow Of Information	There is a free flow of communication for knowledge application, within employees at each level of organization.
Employee Empowerment	Employees are empowered to take decisions based on their knowledge.

Tolerance To Honest Mistakes	While implementing new concepts, management is tolerant to honest mistakes.
Organizational Climate For Innovation	Organization facilitates an innovative environment for employees to attempt their innovative ideas at work.

3.5 Sampling

Any study project has as its objective to apply the associations among variables to the population as a whole. Choosing a representative sample of the population is crucial as a result (Delice, 2010). The type of analysis could have an impact on a researcher's choice of sample size. Previous articles have suggested the minimal sample size needed for particular investigations. For instance, exploratory factor analysis cannot be performed on a sample with fewer than 50 observations, despite the fact that the majority of research scenarios require at least 100 samples (which is still sensitive to other factors). 200 samples must be utilised as a minimum for Pearson correlation analysis (Hair, 2009). A frequent and essential process is creating inclusion and exclusion criteria for research participants. Inclusion criteria are the primary traits of the target group that researchers utilise to address their research issue. Exclusion criteria are often traits or qualities that preclude the target demographic from taking part in the study (Patino & Ferreira, 2018). The target population for this study is the professionals and managers who work in IT/ITes firms in India. The researchers in the current study were unable to apply probability sampling as it was not possible to give equal chance to employees to pick them for data collection in exact percentage or proportion of total population. The symbolic sample is chosen using convenience sampling and non-probability sampling approaches.

The rationale for choosing convenience sampling is that this sampling technique assists in selecting the subjects because of their convenient accessibility to the researcher. As the organizations and managerial levels are confirmed prior to approaching the actual participants, the representatives of each level are identified based on the accessibility to the researcher. Based on the sampling technique and method considered, the survey participants were chosen as per their availability. As the study's target group was specified as employees of IT/ITes MNCs companies, organizations that were members of NASSCOM India were considered.

The sample size was validated using two approaches, approach of Bentler and Chou (1987) and Hair et al., (2005) and with help of an online sample size

calculator (Soper,2022).The sample size was validated using the approach of Bentler and Chou (1987) and Hair et al., (2005), which states ratio of 1 item to 5 respondents is sufficient. The current study uses 41 items, sample size of 205 (41 x 5) which indicates a sufficient number according to above authors. A Calculator for Sample Size calculation of structural equation models (Soper, 2022) was utilized. This calculator will determine the size of sample needed for a study that adopts a structural equation model (SEM), provided the number of latent and observed constructs in the proposed framework, the anticipated effect size, and the required probability levels. Please enter the necessary parameter values and then click 'Calculate'.

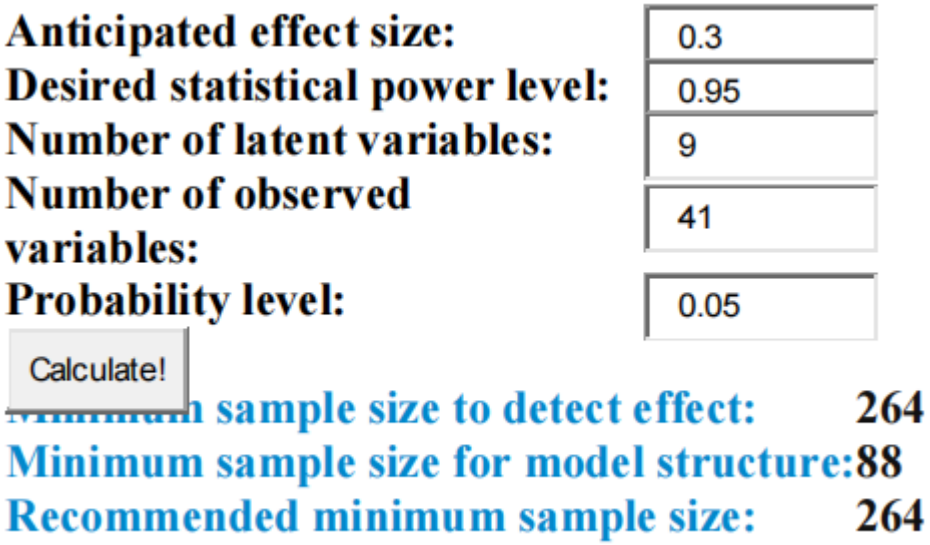

Fig 3.2 Sample Size Online Calculator for SEM
Source: Soper, D.S (2022)

The current study utilizes a sample size of 509 which is much larger than the above suggested two approaches. The total 707 questionnaires were distributed for this study, out of which 518 responses were received. Out of 518 responses, 9 responses could not be used being incomplete. The investigation was carried out on sample size of 509 that indicates a response rate of approximately 72%. Including the adequate amount of selected sample population comprises IT professionals and managers that are part of knowledge management processes, have experienced knowledge culture and this increased the generalisability of the study outcomes. The data was gathered over duration of 6 months from August 2022 to January 2023.

Quantitative research, as discussed previously, is based on the measurement of variables and is conducted in a rigorous and planned manner. To conduct scientific research, precise and methodical data collection is required. The primary data collection for this research was carried out using the survey approach. In this direction of data collection, the variables or constructs are assessed using multi-item scales; with each construct assessed using its own multi-item scale. The survey approach is individualized in nature and is aided by the appropriate data obtained from the responses. Primary data was collected for this study with an aim to provide a current view of the knowledge culture in these businesses and also to aid in the analysis of a conclusion relating to the effect of ethics on the present situation. To ensure that the participants grasped the concept, a brief overview of the questions related to ethics and knowledge culture was presented at the start of the survey. The relevant study outcomes are required to fill the research gap formulated based on the analysis of the data acquired through a quantitative self-report 7-point Likert-scale questionnaire. The questionnaire is precisely designed to discover the perspectives and objectives of the participants from the respective organizations. The statements and questions were written as concisely as possible to allow for easier summing of responses and non-complex statistical analysis of the tested variables. The survey method was intended to obtain accurate responses as per the convenience of respondents and to maintain ethical considerations and anonymity.

The gathering of pertinent data from research articles, journal papers, and books on ethics and knowledge culture served as the secondary data collection for this study. Additionally, the earlier organisational studies and observations were also used to offer the information required for a deeper understanding.

3.6 Reliability and Validity

3.6.1 Instrument Validations for Survey

It is difficult to describe the implications of measurement errors on the hypothetical relationships under examination without first examining the reliability and validity of the study (Hair et al., 2009). The types of validity used in this study are the face and content validity, which are based on the aims and quantitative research methods used. Face validity refers to ensuring that the instrument measures what it claims to measure, whereas content validity refers to ensuring that the information is represented and understood correctly. Research instruments were validated by industry and academic specialists. On the basis of their knowledge and experience, the team members were chosen. The experts were called to discuss the study's goals and to gauge their interest in taking part. The validation of the recommended survey questionnaire

was given to all expert participants. The questionnaire were validated almost twice, with the main criteria being whether it is rational and computing what it was intended to compute, whether the matter of research instrument is accurate and also considered relevant for the population of sample, whether the research instrument is detailed enough to capture all of the information required to address the study's aim and objectives, and to see that instrument looks like a questionnaire or not. According to Yousuf (2007), in order to achieve agreement, each question must have a mean score of four or above on a scale of five, with no individual score of two or below. The consensus was defined in the current study, which employed a 7-point scale, as the mean for each question being five or above, with no individual score for a question being three or lower.

Research Instrument is considered valid to perform the study based on the feedback received in the instrument validation record. The internal validity of a study is determined by the extent to which the research objectives and procedures are aligned with one another. Furthermore, prior to the delivery of the questionnaire to the selected participants, pilot testing was conducted to determine the content validity of the data collection instrument. The reliability of the questionnaire was also established through pilot testing for the questionnaire developed for this study. The questionnaire prepared, was distributed to 55 participants. A 41 item, seven point Likert scale was used for the pilot study. The participants were asked to complete the survey, which was then further verified for reliability. Out of 55 participants, 47 responded back with complete information, indicating a response rate of approximately 85%. The reliability of the suggested instrument was evaluated using the results of the pilot test for each question and associated questions linked to each survey dimension. Lee Cronbach to measure the reliability of the research instrument created alpha in 1951 to offer a computation of a scale's internal consistency. According to Tavakol & Dennick (2011), alpha is represented as a number between 0 and 1. A statistic that evaluates how closely a set of data is connected is called Cronbach's alpha. Each data point has a score that is compared to the aggregate score of the survey respondents when applying the Cronbach's alpha test, and the variance is then determined for each score. Cronbach's alpha values range from 0 to 1, hence the interpretation of Cronbach's alpha, which indicates reliability, is based on this value. As per normally accepted value universally, an alpha of 0.6 is an indicator of acceptable reliability, and the higher the value, the better is the reliability. The results of Cronbach's alpha for reliability testing are covered in the next chapter of data analysis.

3.7 Data Analysis

Each research question was addressed based on the data collected and analysed. Data synthesis for surveys were used for the study questions. For the data collected from the survey, quantitative data analysis methods were employed. As the data generated is numeric in nature, multiple statistical procedures are used to examine the quantitative data. Data analysis was performed as a critical activity for avoiding statistical errors and resolving challenges with data management such as outliers, missing data, normalcy and producing graphical representation.

3.7.1 Data Synthesis for Research Questions

The term "descriptive statistics" refers to a technique for quantitatively summarising the key features of the data being studied (Johnson, 2014). In order to evaluate the information gathered from the questionnaire-based surveys about the relationship between ethics and knowledge culture, descriptive statistics were predominantly used in the data analysis process. Demographic characteristics were examined for data gathered in relation to the ethics and knowledge cultures for both surveys. For each dimension of demographic characteristics, four tables were created with descriptive statistics findings, including frequency, percent, a valid percent, and cumulative percent. According to all survey participants, the first Table 4.1, displayed the descriptive data for gender. Tables 4.2, 4.3, and 4.4 provide descriptive statistics for age group, level of education, and employment history. The descriptive tables were employed as a starting point for analysis since they provided a general view of the respondents from which data for crucial results were acquired.

Cronbach's alpha assists in assessing the statistical reliability of instruments used in scientific investigations. Alpha usually presents reports for scale creation with the goal of measuring attitudes and influencing conceptions. As a result, Cronbach's alpha was used to determine the inter-item consistency of the several variables under the ethics and knowledge culture constructs. Cronbach's alpha, the coefficient of reliability, must be high to indicate that the variables compute an underlying concept, according to Hajjar (2014). Cronbach's alpha with a lower value indicates poor or low correlation among the items concerned, and variables with values close to 0 are removed. If the alpha value is more than or equal to 0.6, the outcome is regarded as acceptable. The applied reliability test aimed at identifying the variables of ethics and knowledge culture that are acceptable for further analysis. The table generated after applying the test on the entire set of variables under both constructs assisted in finalizing the items. The values for “organizational values and ethical climate, commitment and responsibility,

intellectual ownership and trusteeship, team working morale, PRIMES and ethical issues" as part of the ethics construct were recorded. Moreover, the value for "knowledge creation, knowledge sharing, and knowledge storage and knowledge application as part of knowledge culture" were also recorded. All the items that were acceptable were considered for further analysis.

Further, to support the proposed relationships between components of ethics and knowledge culture, factors analysis was performed as part of data analysis. Factor analysis is a statistical process that results in grouping related observable variables to discover latent factors. This method assists in the reduction of data set. All of the elements in a study's factor analysis are compelled to create a single factor. For analysing the factors related to ethics and knowledge culture, all the variables under study were forced to form a single factor. The table for factor analysis was generated through the principal component analysis, used as the extraction method, for all variables of ethics and knowledge culture. The factor loadings for six items under organizational values and ethical climate, five items under commitment and responsibility, four items under intellectual ownership and trusteeship, four items under team working morale, four items under PRIMES, and four items under ethical issues as part of the ethics construct were recorded. Similarly, the factor loadings for four items under knowledge creation, five items under knowledge sharing, and five items under knowledge storage and knowledge application as part of knowledge culture were recorded. The total variance of the squared loadings was maximized using the Kaiser-Varimax rotation, where loadings indicate correlations between variables and components. This resulted in extracting final components with an acceptable variance that is shared among a set of items of ethics and knowledge culture. Eight iterations were required for the rotation to converge, and as a consequence, results for two crucial indices—average variance extracted (AVE) and composite reliability—were obtained (CR). In general, if the composite reliability reached is more than 0.7, it suggests that all measurement questions have a higher inherent consistency. When the AVE exceeds 0.5, the measurement questions may more accurately capture the characteristics of each research variable in the model. Further analysis was done based on the reported acceptable values.

To develop the actual measuring model for ethics and knowledge culture, confirmatory factor analysis was used. CFA was used to identify the model fit indicators using AMOS. "Chi-Square, degrees of freedom (DF), CMIN/DF, CFI, NFI, and RMSEA" were used to evaluate the model based on these metrics. All of these statistical indicators are useful for assessing the overall model fit and assisting in the selection of the best fit. The table was generated with the values of different indices, showcasing the results including model fit and desired score. Further, ten tables were generated for different indices i.e. "CMIN, RMR& GFI, baseline comparisons, parsimony-adjusted measures, NCP, FMIN, RMSEA, AIC, ECVI, and HOELTER" showcasing the results

including default model, saturated model, and independence model. The effectiveness of a measuring instrument in achieving its objective and its emphasis on evaluating the behaviour or quality that it is designed to assess is what determines how valid the tool is. Validity is assessed by the analysis's ability to clearly and precisely interpret the data the measuring instrument produced (Surucu & Maslakci, 2020). Based on discriminant and convergent validity, factor loading values were utilised to measure the assessment and validation. The path analysis was performed to record and confirm the correlation coefficient of the ethics and knowledge culture components, emphasising the links between the latent dimensions.

For further validation of the survey results obtained, hypotheses testing were performed. Hypothesis testing is the procedure for establishing if the findings of a research study provide certain support in proving a hypothesis that is relevant for a population (Sedgwick, 2014). The covariance table was generated showcasing the values obtained after testing the relationships between variables as part of the hypotheses. For analysis and testing of hypothesis 1, the beta coefficient for the relationship between organisational values and ethical climate, and knowledge creation was recorded based on the measurement model. Similar to this, the beta coefficient for the relationship between the various factors under the heading of ethics and knowledge culture was evaluated. The last hypothesis testing was an analysis of the relationship between the primary dimensions of knowledge culture and ethics. To answer the research questions, the results from the surveys and secondary sources were discussed and analysed. The results of the survey data analysis were also compared to the prior literature studies. The similarities and differences were compared and contrasted. This technique provided insight into fresh findings and opened the way for future research issues to be answered.

3.8 Summary

The research was undertaken in accordance with the aims of the current study to address the research gap found at the end of the literature review. Data was gathered through surveys and interviews for this investigation. For the core constructs, ethics and knowledge culture, and their relevant components, the survey technique included a survey instrument in the form of questionnaires. The survey items were approved by the expert panel and then were pilot tested with 7 people to establish reliability using the Cronbach's Alpha method. After the data was obtained, it was subjected to quantitative data analysis using statistical tests. In Chapter 4, the results of the tests and data analysis performed are discussed.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

India's information technology sector is rapidly increasing. It already contributes for around 7.7 per cent of the nation's overall GDP, and its share is expected to rise by another 2.3 per cent by 2025, reaching 10%. The Indian IT sector constitutes two cateogries: IT services and IT enabled services (ITes). The advancement of economic activity has a significant impact on domestic developments. Over 4 million people are working in this field, and in terms of free innovation and commercial performance, this sector provides even greater opportunities for growth (Sharma, 2021).

A variety of empirical data from the investigation are obtained in favour of the current research paradigm using the investigation technique specified in the preceding chapter. The following section summarises the important findings achieved by utilising data analysis approaches. The present chapter's purpose is to go deeper into the empirical results obtained as a consequence and assess the impact of ethics on knowledge culture in the IT/ITes sector in India.

The significance of a section on data analysis and interpretation in an investigation or academic publication cannot be ignored. This chapter represents the study's foundation, giving a careful and methodical evaluation of the information that was obtained. It is critical in drawing significant inferences and gaining significant understanding from data.

Firstly, the section on data analysis and interpretation offers a thorough and impartial review of the information at hand. It entails organising, cleansing, and converting unprocessed information into an arrangement that can be efficiently analysed. The chapter investigates the data's correlations, structures, and developments via different statistical approaches and analytical instruments. This procedure guarantees

that the conclusions are founded on reliable facts and are not affected by individual prejudices or preconceptions.

In addition, the section allows scholars to solve inquiries or test ideas. Investigators may arrive at judgements and make assumptions about the occurrence under examination by thoroughly analysing the data. It enables users to investigate the parameters of interest, investigate the relationships between them, and assess the relevance of their results. This adds to the discipline's corpus of information and improves its comprehension.

For the purposes of this investigation's structure, the data was evaluated using AMOS and SPSS software. Statistical data is generally presented in the form of tables and charts to make it simpler to grasp. The results of the investigation are simply ordered to meet the inquiry's present goals.

4.2 Descriptive Statistics

As observed from the table and the graph given below, the majority of the respondents in the current study that is 52.7 per cent were males, while 47.3 per cent were females.

Table 4.1: Gender

Gender					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	**Male**	268	52.7	52.7	52.7
	Female	241	47.3	47.3	100.0
	Total	509	100.0	100.0	

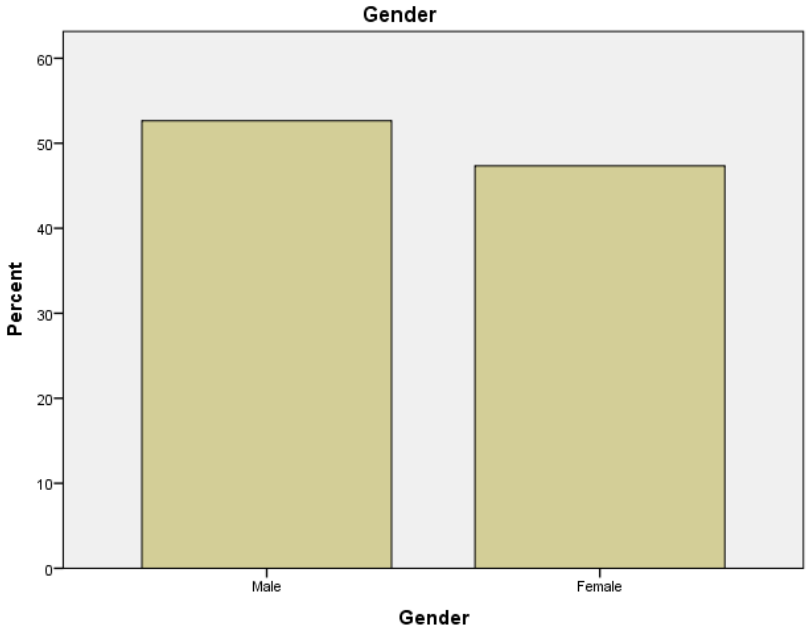

Fig 4.1 Gender

Further, 21-30 years age group contributed 28.9 per cent of the total respondents, 40-50 years age group contributed 24.4 per cent of the total respondents and 23.6 per cent were above the age of 50 years. This can be observed in the table and the graph given below.

Table 4.2 Age

Age					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	**21-30 years**	147	28.9	28.9	28.9
	30-40 years	118	23.2	23.2	52.1
	40-50 years	124	24.4	24.4	76.4
	50 years and above	120	23.6	23.6	100.0
	Total	509	100.0	100.0	

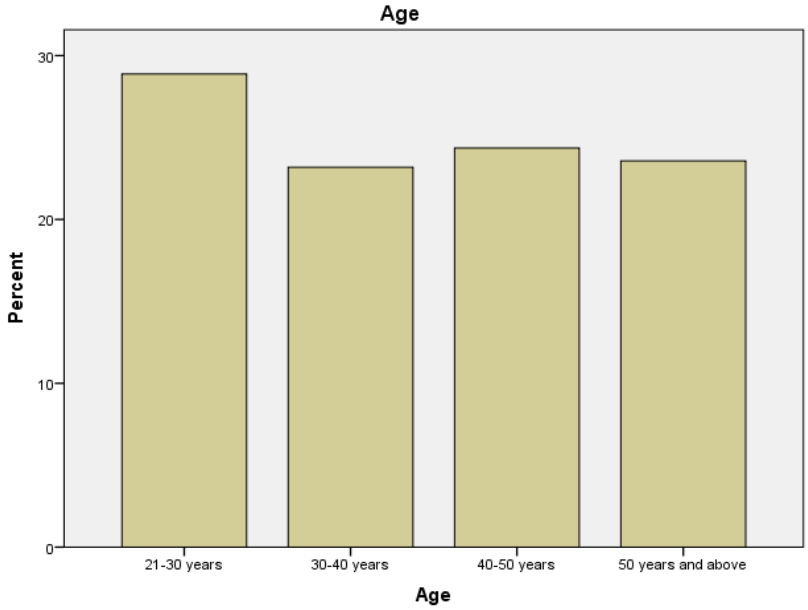

Fig 4.2 Age

Also, 34.6 per cent of the respondents were post-graduates, 33.8 per cent were doctorates and 31.6 per cent were graduates. This can be observed in the table and the graph given below.

Table 4.3 Education

Education					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	**Graduation**	161	31.6	31.6	31.6
	Post-Graduation	176	34.6	34.6	66.2
	Doctorate	172	33.8	33.8	100.0
	Total	509	100.0	100.0	

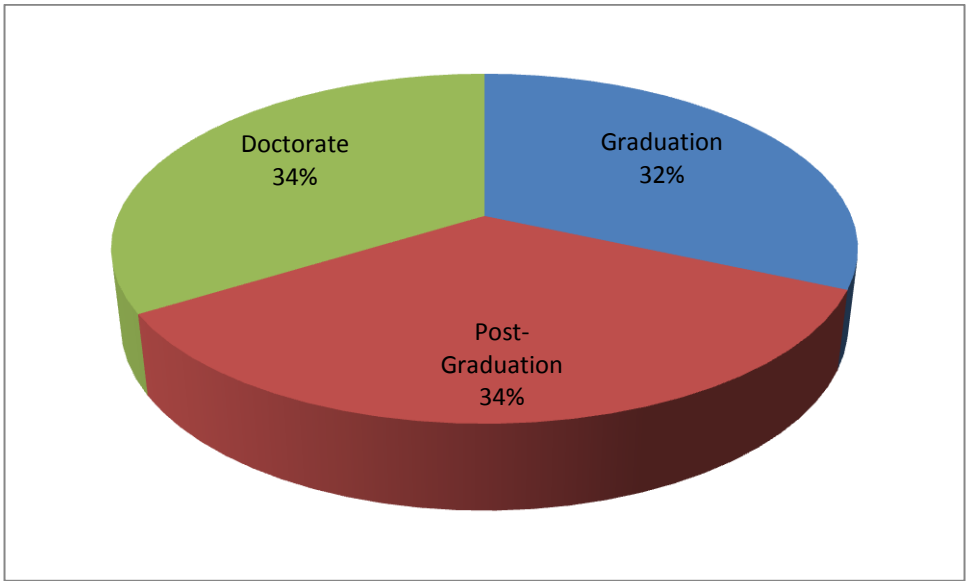

Fig 4.3 Education

Finally, 21.8 per cent of the respondents had a work experience of fewer than 5 years, employee with experience of 5- 10 years contributed 20.8 per cent of total respondents and employee with experience of 16- 20 years contributed 19.6 per cent of total respondents. This can be observed in the table and the graph given below.

Table 4.4 Work Experience

Work Experience					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	**Less than 5 years**	111	21.8	21.8	21.8
	5 years - 10 years	106	20.8	20.8	42.6
	11 years - 15 years	99	19.4	19.4	62.1
	16 years - 20 years	100	19.6	19.6	81.7
	Over 20 years	93	18.3	18.3	100.0
	Total	509	100.0	100.0	

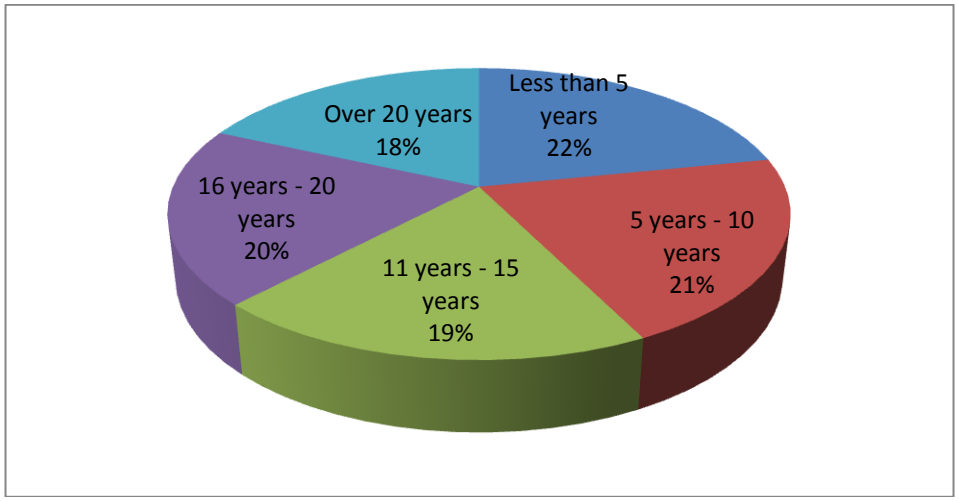

Fig 4.4 Work Experience

4.3 Reliability Statistics

Before conducting the data analysis, the reliability of the instrument (that is the questionnaire) was tested. Cronbach's alpha is an indicator of internal coherence, or how interconnected a collection of things is. It is regarded as an indicator of dependability metric. A "high α value" is not an indication that the metric is unidimensional. More investigations can be undertaken if, besides testing internal coherence, the researcher wants to give proof that the measurement instrument in issue is unidimensional.

Cronbach's alpha (α) determines the reliability in statistics. The range of Cronbach's alpha is 0.839 to 0.977 for the constructs in the current study. That indicates, it is deemed to be good (refer to Table 4.5). All the items were considered for further analysis.

Table 4.5: Reliability Statistics

Variables	Cronbach's alpha (α)
Organizational Values and Ethical Climate	0.906
Commitment and Responsibility	0.938
Intellectual Ownership and Trusteeship	0.957
Team Working Morale	0.915

Primes	0.977
Ethical Issues	0.839
Knowledge Creation	0.847
Knowledge Sharing	0.967
Knowledge Storage & Knowledge Application	0.940

4.4 KMO and Bartlett's Test

The Kaiser-Meyer-Olkin (KMO) Test determines suitability of the data for performing factor analysis. The test evaluates the sufficiency of sample for every factor in the framework and also for the entire model in other words it determines if the responses given with the sample are adequate or not (refer to Table 4.6). Kaiser suggests the minimum required (acceptable) value to be 0.5 (a number for KMO), 0.7-0.8 value as good, and beyond 0.9 values as excellent. From the Table 4.6, the KMO value for current data is 0.779, which indicates that the sample is sufficient and gives a clear indication that we can proceed with the factor analysis.

The strength of the relationship among variables is measured by Bartlett's test. This tests the null hypothesis that the correlation matrix is an identity matrix. Bartlett's test of sphericity is performed by taking $\alpha = 0.05$. As p-value is less than 0.05, it indicates factor analysis is valid.

Table 4.6 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.779
Bartlett's Test of Sphericity	**Approx. Chi-Square**	25905.697
	Df	820
	Sig.	.000

4.5 Factor Analysis

Factor analysis is used whenever the investigator's purpose is to identify factors in the structure of logical groupings that are largely distinct from one another. It is a statistical strategy that is used for just one group of parameters in order to describe the essential logical subgroups (Verma & Abdel-Salam, 2019). The rotated component

matrix is important for figuring out what each component represents, and so distinct parameters are recognised (Shrestha, 2021).

Table 4.7 Factor Loadings

Items		Factor Loading
OVEC	**Trust**	0.928
	Honesty	0.938
	Fair Behaviour	0.946
	Humility	0.939
	Criticism Taking	0.61
	Perseverance In Work	0.619
CR	**Responsibility**	0.952
	Working Conscience	0.943
	Commitment	0.766
	Loyalty	0.953
	Foresight	0.786
IOT	**Secrecy**	0.899
	Intellectual Property Right	0.934
	Trusteeship	0.926
	Care In Authenticity	0.883
TWM	**Council With Others**	0.914
	Helping And Empathy With Others	0.898
	Affability	0.93
	Self-Control	0.674
PR	**Personality**	0.962
	Integration Of Morality	0.964
	Moral Ecology	0.962
	Skills & Knowledge	0.952
EI	**Socioeconomic Issues**	0.788
	Technical Issues	0.838
	Knowledge Hoarding	0.802
	Manipulation & Misappropriation	0.783
CKC	**Creativity**	0.767
	Motivators And Rewards	0.838
	Openness To Change	0.805
	Top Management Support	0.847
CKS	**Sharing Information Freely**	0.905
	Working Closely With Others	0.905
	Developing Friends At Work	0.902
	Open Communication Of Knowledge	0.927
	Knowledge Sharing By Experienced Employees	0.923

CKKSKA	**Information System & Expert System For Knowledge Storage, Retrieval And Dissemination**	0.936
	Communication & Free Flow Of Information	0.937
	Employee Empowerment	0.946
	Tolerance To Honest Mistakes	0.6
	Organizational Climate For Innovation	0.939

Because factor analysis assists in early data interpretation for the study, the purpose of this statistical test was to find core factors (subsets of variables) via which the variables that were noted were formed. Table 4.6 demonstrates that during component analysis for this research, each of the components under each construct and sub-construct were forced to generate a single factor. Factor loadings are an aspect of the outcome of factor analysis, which is a method for reducing data used to explain connections between identifiable variables with fewer components. The factor analysis extracted 9 components, when all the items were forced to form a single factor with a total variance of 81.241%. As the result of factor analysis showcased all items had factor loadings of 0.6 or more, the data can be considered for further analysis (refer to Table 4.7).

4.6 Validity

Construct validity has two important factors which include convergent validity and discriminant validity. The convergent validity is determined by construct loading, composite reliability (CR) and average variance extracted (AVE). For evaluating the presence of convergent validity, value greater than 0.7 is satisfactory for the composite reliability. Value more than 0.5 is indicator of fulfilling criteria for average variance extracted. The construct loading of each item should be 0.6 or more.

The discriminant validity is investigated using average variance extracted (AVE) and maximum shared variance (MSV) of each construct. To ensure the presence of discriminant validity the AVE of particular construct should be more than an MSV or AVE should be more than average shared variance (ASV). The confirmatory factor analysis includes components with Cronbach's alphas greater than 0.8. The Cronbach's alpha value suggested high internal consistency amongst the structures. The factor loadings for all of the items in the study were 0.6 or more.

From Table 4.8 it can be observed that there are no validity difficulties here because the AVE has optimal values and the CR composite reliability has values more than 0.7.

Table 4.8 Discriminant Validity & Convergent Validity

	CR	AVE	MSV	Max R(H)	OVEC	CKSKA	CR	CKS	PR	IOT	TWM	CKC	EI
OVEC	0.937	0.724	0.14	0.983	0.851								
CKSKA	0.946	0.785	0.069	0.977	0.223***	0.886							
CR	0.939	0.759	0.062	0.991	0.125**	0.138**	0.871						
CKS	0.967	0.856	0.062	0.968	0.145**	0.150**	0.248***	0.925					
PR	0.977	0.913	0.03	0.978	0.056	-0.022	-0.034	0.095*	0.955				
IOT	0.957	0.848	0.072	0.965	0.268***	0.143**	0.123**	0.240***	0.172***	0.921			
TWM	0.926	0.764	0.14	0.975	0.374***	0.264***	0.078†	0.151**	0.097*	0.218***	0.874		
CKC	0.849	0.585	0.082	0.861	0.086†	0.064	0.088†	0.239***	-0.068	0.012	0.06	0.765	
EI	0.84	0.567	0.082	0.842	0.110*	0.223***	0.102*	0.182***	-0.056	0.002	0.048	0.286***	0.753

4.6.1 Assumptions of Multivariate Analysis

In the further phases of data analysis, multivariate techniques will be deployed. But before proceeding with multivariate analysis it is necessary to assure that data is suitable to carry out these techniques.

1. Linearity-Linearity refers to linear relationship between one or many independent variables with dependent variable.
2. Multivariate Normality– Multivariate Normality reflects that the data is normally distributed and fits perfectly into bell shaped curve.
3. No Multicollinearity— No Multicollinearity alludes that the independent variables are not correlated or hardly correlated with each other.
4. Homoscedasticity– Homoscedasticity assumption refers to absence of heteroscedasticity in linear regression models.

4.6.2 Assumptions of Linearity

Linear regression is a technique that ascertains whether one or many independent variables describe the criterion variable. It is sufficiently linear, according to the study, to be examined in a structural equation model. The values of R-square and p in Table 4.9 clearly depicts that the variables are linearly correlated (As all p-values are less than 0.05). As per the current data, the assumption of linearity of is met, thus SEM can be employed for current data.

Table 4.9 Assumptions of Linearity

	Construct	R Square	F Values	Significance Levels
Culture For Knowledge Creation	Organizational Values And Ethical Climate	.006	3.071	.008
Culture For Knowledge Sharing		.045	24.080	.000
Culture For		.059	31.911	.000

Knowledge Storage And Knowledge Application				
Culture For Knowledge Creation	Commitment And Responsibility	.010	4.876	.028
Culture For Knowledge Sharing		.079	43.413	.000
Culture For Knowledge Storage And Knowledge Application		.025	13.267	.000
Culture For Knowledge Creation	Intellectual Ownership And Trusteeship	.000	0.018	.003
Culture For Knowledge Sharing		.057	30.630	.000
Culture For Knowledge Storage And Knowledge Application		.023	11.820	.001
Culture For Knowledge Creation	Team Working Morale	.001	0.486	.006
Culture For Knowledge Sharing		.022	11.606	.001
Culture For Knowledge Storage And Knowledge Application		.077	42.214	.000
Culture For Knowledge Creation	PRIMES	.003	1.680	.005
Culture For Knowledge Sharing		.009	4.589	.033
Culture For		.001	0.294	.008

Knowledge Storage And Knowledge Application				
Culture For Knowledge Creation	Ethical Issues	.070	38.126	.000
Culture For Knowledge Sharing		.026	13.718	.000
Culture For Knowledge Storage And Knowledge Application		.048	25.614	.000
Ethics & Knowledge Culture		.208	133.310	.000

4.6.3 Assumptions of Normality

Assumption of Multivariate Normality reflects that the data is normally distributed and fits perfectly into bell shaped curve. . The skewness measure for every factor is used to establish normality. If the skewness is 1.0 or less in terms of absolute value, the data is regarded as normally spread. When the size of sample is large and the skewness critical region (CR) is less than 8.0, applying the maximum likelihood estimator (MLE) like AMOS for SEM is particularly resilient to absolute skewness of greater than 1.0. Despite the relatively non-normal distribution of information, an appropriate sample size of 200 or more is generally considered adequate in MLE.

As per the analysis, looking at the multivariate kurtosis statistic is another way to judge normalcy. However, being large sample size and kurtosis critical region (CR) not exceeding 7.0, SEM employing the maximum likelihood estimator (MLE) is likewise resistant to kurtosis violations of multivariate normality**.** Following the completion of the fitness indices, the investigator carried out a normality evaluation of the information at hand prior to running the structural model. Using the final outcome of the framework, a test for normality and outliers was performed in order to examine the distribution of each variable in the information set.

The findings obtained from the test are shown in the Table 4.10. The table illustrates the normality assessment of each variable used in the evaluation model.

Table 4.10 Assessment of normality distribution for items in the respective construct Assessment of normality

Variable	Min	Max	Skew	C.R.	Kurtosis	C.R.
EI4	1.000	7.000	-.761	-7.010	-1.096	-5.048
EI3	1.000	7.000	-.866	-7.978	-.907	-4.175
EI2	1.000	7.000	-.634	-5.836	-1.295	-5.965
EI1	1.000	7.000	-.600	-5.526	-1.369	-6.305
CKC4	1.000	7.000	-1.249	-11.502	.394	1.816
CKC3	1.000	7.000	-1.585	-14.596	1.199	5.524
CKC2	1.000	7.000	-1.259	-11.599	.476	2.192
CKC1	1.000	7.000	-1.303	-12.002	.121	.558
TWM4	1.000	7.000	-.932	-8.584	-.506	-2.329
TMW3	1.000	7.000	-.909	-8.373	-.662	-3.049
TWM2	1.000	7.000	-.863	-7.949	-.769	-3.541
TWM1	1.000	7.000	-.874	-8.049	-.740	-3.409
IOT4	1.000	7.000	-1.665	-15.334	2.344	1.796
IOT3	1.000	7.000	-1.747	-16.095	2.957	3.616
IOT2	1.000	7.000	-1.731	-15.939	2.800	2.896
IOT1	1.000	7.000	-1.678	-15.454	2.416	1.125
PR4	1.000	7.000	-1.457	-13.417	.989	4.554
PR3	1.000	7.000	-1.496	-13.780	1.156	5.325
PR2	1.000	7.000	-1.457	-13.417	.989	4.554
PR1	1.000	7.000	-1.446	-13.323	.961	4.424
CKS5	1.000	7.000	-1.227	-11.302	.320	1.473
CKS4	1.000	7.000	-1.249	-11.504	.397	1.830
CKS3	1.000	7.000	-1.197	-11.027	.233	1.074
CKS2	1.000	7.000	-1.209	-11.136	.249	1.148
CKS1	1.000	7.000	-1.193	-10.985	.185	.850
CR5	1.000	7.000	-.353	-3.248	-1.527	-7.031
CR4	1.000	7.000	-.412	-3.793	-1.459	-6.720
CR3	1.000	7.000	-.487	-4.487	-1.332	-6.136
CR2	1.000	7.000	-.398	-3.664	-1.478	-6.805
CR1	1.000	7.000	-.403	-3.715	-1.465	-6.746
CKKSKA5	1.000	7.000	-.542	-4.988	-1.019	-4.694
CKKSKA4	1.000	7.000	-.736	-6.781	-.534	-2.458

Variable	Min	Max	Skew	C.R.	Kurtosis	C.R.
CKKSKA3	1.000	7.000	-.530	-4.877	-1.033	-4.758
CKKSKA2	1.000	7.000	-.556	-5.122	-.992	-4.568
CKKSKA1	1.000	7.000	-.529	-4.869	-1.041	-4.792
OVEC6	1.000	7.000	-.808	-7.441	-.932	-4.291
OVEC5	1.000	7.000	-.734	-6.761	-1.078	-4.966
OVEC4	1.000	7.000	-1.461	-13.452	1.690	7.781
OVEC3	1.000	7.000	-1.414	-13.021	1.505	6.931
OVEC2	1.000	7.000	-1.439	-13.258	1.600	7.368
OVEC1	1.000	7.000	-1.448	-13.339	1.658	7.634
Multivariate					4178.428	793.781

4.6.4 Assumptions of Multicollinearity

Assumption of no multicollinearity refers to the condition that the independent variables are not correlated or hardly correlated with each other. If this condition is not met, it is not possible to run SEM for that data. The reference range for VIF is less than 3. Thus from values obtained in Table 4.11 we can state that there is no multicollinearity problem arising.

Table 4.11 Assumptions of Multicollinearity

Dependent Variable	Construct	Tolerance	VIF Values
Culture For Knowledge Creation	Organizational Values And Ethical Climate	1.000	1.000
Culture For Knowledge Sharing		1.000	1.000
Culture For Knowledge Storage And Knowledge Application		1.000	1.000
Culture For Knowledge Creation	Commitment And Responsibility	1.000	1.000
Culture For Knowledge Sharing		1.000	1.000
Culture For Knowledge Storage And Knowledge Application		1.000	1.000
Culture For Knowledge Creation	Intellectual Ownership And Trusteeship	1.000	1.000
Culture For Knowledge Sharing		1.000	1.000
Culture For Knowledge Storage And Knowledge Application		1.000	1.000
Culture For Knowledge Creation	Team Working Morale	1.000	1.000
Culture For Knowledge Sharing		1.000	1.000
Culture For Knowledge Storage And Knowledge Application		1.000	1.000

Culture For Knowledge Creation	PRIMES	1.000	1.000
Culture For Knowledge Sharing		1.000	1.000
Culture For Knowledge Storage And Knowledge Application		1.000	1.000
Culture For Knowledge Creation	Ethical Issues	1.000	1.000
Culture For Knowledge Sharing		1.000	1.000
Culture For Knowledge Storage And Knowledge Application		1.000	1.000
Ethics & Knowledge Culture		1.000	1.000

4.6.5 Assumptions of Homoscedasticity

Assumption of homoscedasticity refers to absence of heteroscedasticity in linear regression models. The homoscedasticity can be confirmed from scatter plot analysis which shows that the random disturbances between the independent variable and the factor that is dependent are equidistant from the direction of the regression.

Homoscedasticity refers to a scenario whereby the error term (the "noise" or random disturbance in the connection between the independent variables and the dependent variable) is identical for all independent variable numbers. Homoscedasticity (literally "same variance") is a fundamental assumption in linear regression models which refers to contravention in heteroscedasticity.

4.6.5.1 Scatterplot Analysis

The scatterplots which can be seen below showcases that there are no contravention in Homoscedasticity. Thus there is no Heteroscedasticity in the data.

H1: Homoscedasticity for Organizational Values and Ethical Climate and Dependent Variable Knowledge Creation

The scatter plot picture clearly shows that the random disturbances between the independent variable organisational values and ethical climate and the factor that is dependent CKC are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

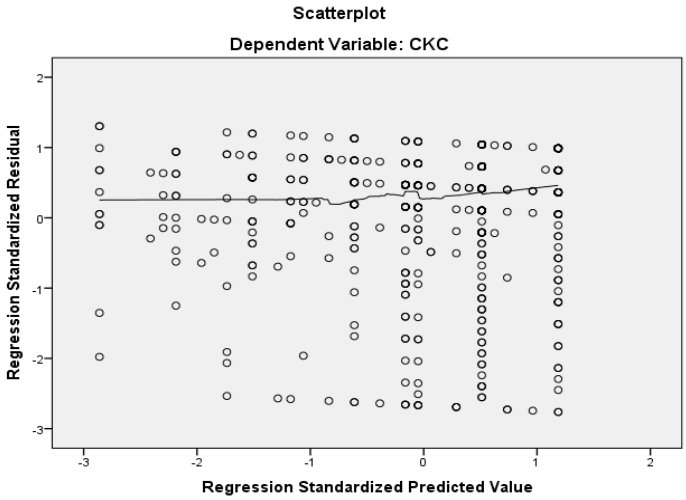

Fig 4.5 Scatter Plot for Organizational Values and Ethical Climate and Dependent Variable Knowledge Creation

H2: Homoscedasticity for Organizational Values and Ethical Climate and Dependent Variable Knowledge Sharing

The scatter plot picture clearly shows that the random disturbances between the independent variable organisational values and ethical climate and the factor that is dependent CKS are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

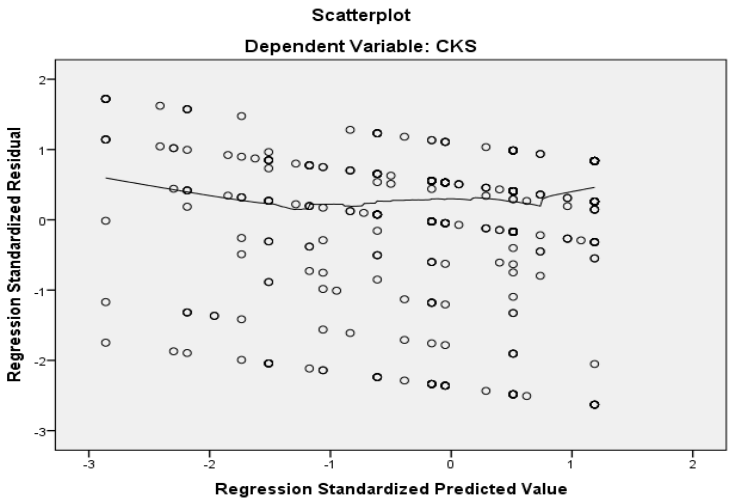

Fig 4.6 Scatter Plot for Organizational Values and Ethical Climate and Dependent Variable Knowledge Sharing

H3: Homoscedasticity for Organizational Values and Ethical Climate and Dependent Variable Knowledge Storage and Application

The scatter plot picture clearly shows that the random disturbances between the independent variable organisational values and ethical climate and the factor that is dependent CKSKA are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

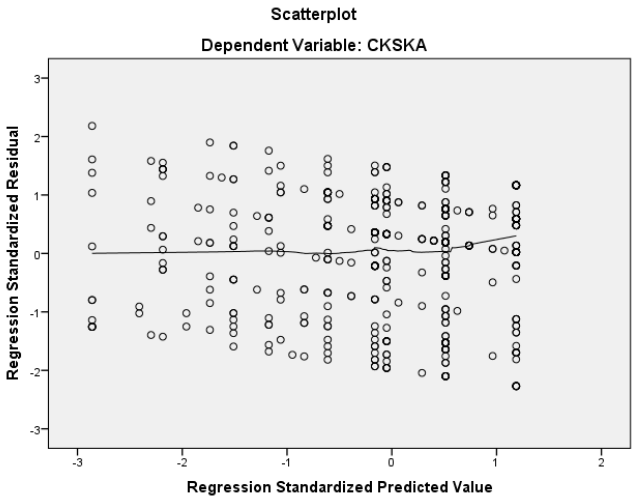

Fig 4.7 Scatter Plot for Organizational Values and Ethical Climate and Dependent Variable Knowledge Storage and Application

H4: Homoscedasticity for Commitment and Responsibility and Dependent Variable Knowledge Creation

The scatter plot picture clearly shows that the random disturbances between the independent variable commitment and responsibility and the factor that is dependent CKC are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

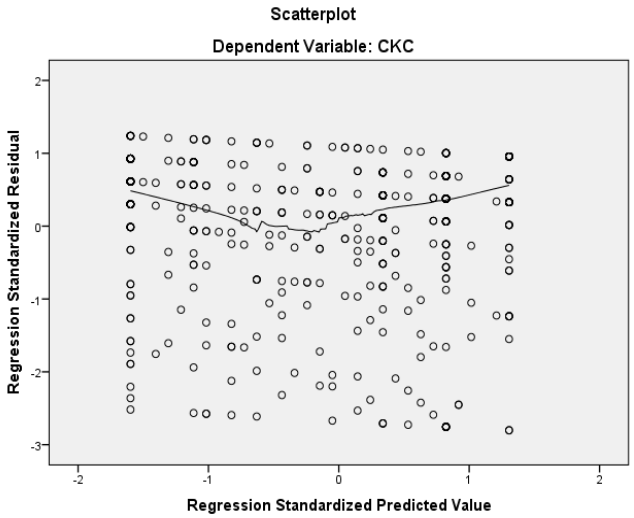

Fig 4.8 Scatter Plot for Commitment and Responsibility and Dependent Variable Knowledge Creation

H5: Homoscedasticity for Commitment and Responsibility and Dependent Variable Knowledge Sharing

The scatter plot picture clearly shows that the random disturbances between the independent variable commitment and responsibility and the factor that is dependent CKS are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

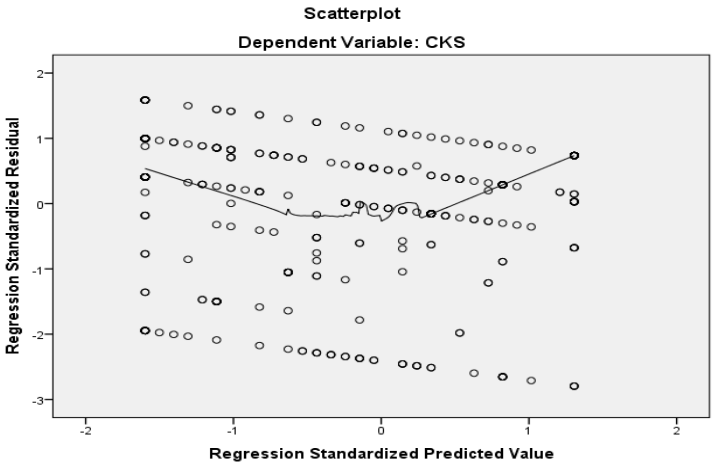

Fig 4.9 Scatter Plot for Commitment and Responsibility and Dependent Variable Knowledge Sharing

H6: Homoscedasticity for Commitment and Responsibility and Dependent Variable Knowledge Storage and Application

The scatter plot picture clearly shows that the random disturbances between the independent variable commitment and responsibility and the factor that is dependent CKSKA are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

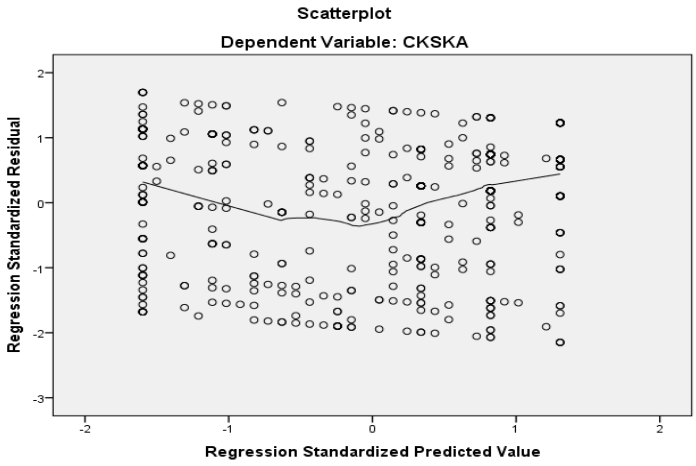

Fig 4.10 Scatter Plot for Commitment and Responsibility and Dependent Variable Knowledge Storage and Application

H7: Homoscedasticity for Intellectual Ownership and Trusteeship and Dependent Variable Knowledge Creation

The scatter plot picture clearly shows that the random disturbances between the independent variable intellectual ownership and trusteeship and the factor that is dependent CKC are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

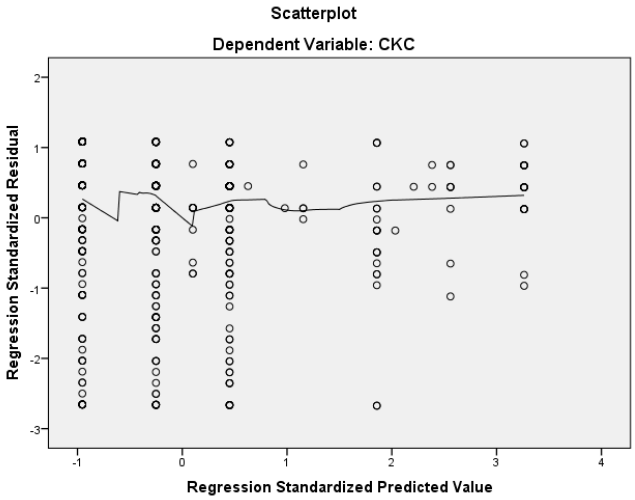

Fig 4.11 Scatter Plot for Intellectual Ownership and Trusteeship and Dependent Variable Knowledge Creation

H8: Homoscedasticity for Intellectual Ownership and Trusteeship and Dependent Variable Knowledge Sharing

The scatter plot picture clearly shows that the random disturbances between the independent variable intellectual ownership and trusteeship and the factor that is dependent CKS are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

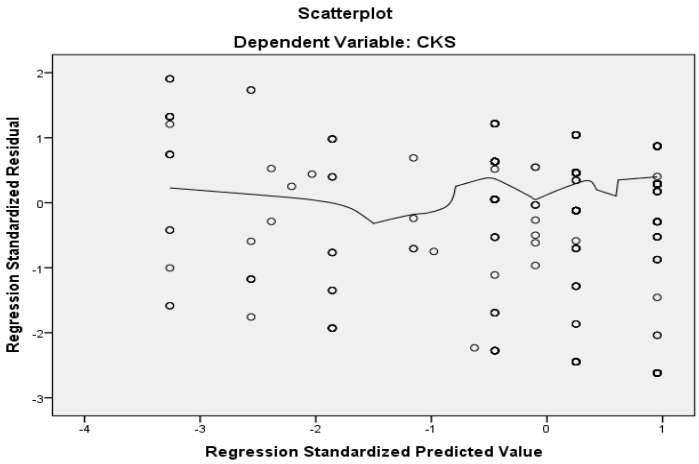

Fig 4.12 Scatter Plot for Intellectual Ownership and Trusteeship and Dependent Variable Knowledge Sharing

H9: Homoscedasticity for Intellectual Ownership and Trusteeship and Dependent Variable Knowledge Storage and Application

The scatter plot picture clearly shows that the random disturbances between the independent variable intellectual ownership and trusteeship and the factor that is dependent CKSKA are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

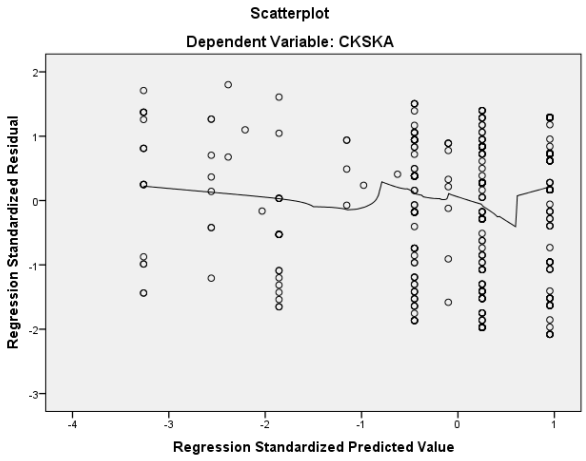

Fig 4.13 Scatter Plot for Intellectual Ownership and Trusteeship and Dependent Variable Knowledge Storage and Application

H10: Homoscedasticity for Team Working Morale and Dependent Variable Knowledge Creation

The scatter plot picture clearly shows that the random disturbances between the independent variable team working morale and the factor that is dependent CKC are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

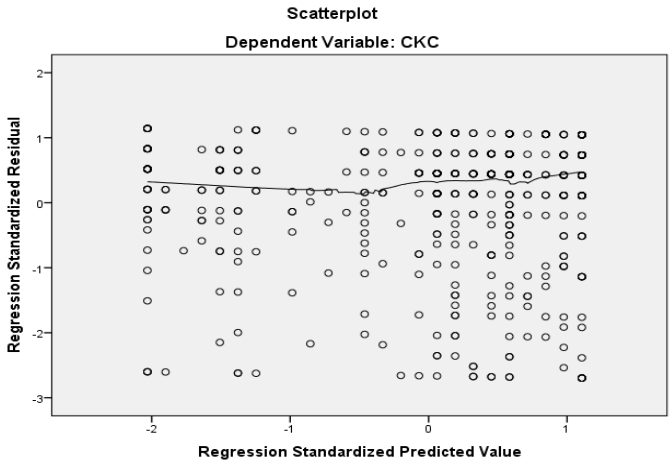

Fig 4.14 Scatter Plot for Team Working Morale and Dependent Variable Knowledge Creation

H11: Homoscedasticity for Team Working Morale and Dependent Variable Knowledge Sharing

The scatter plot picture clearly shows that the random disturbances between the independent variable team working morale and the factor that is dependent CKS are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

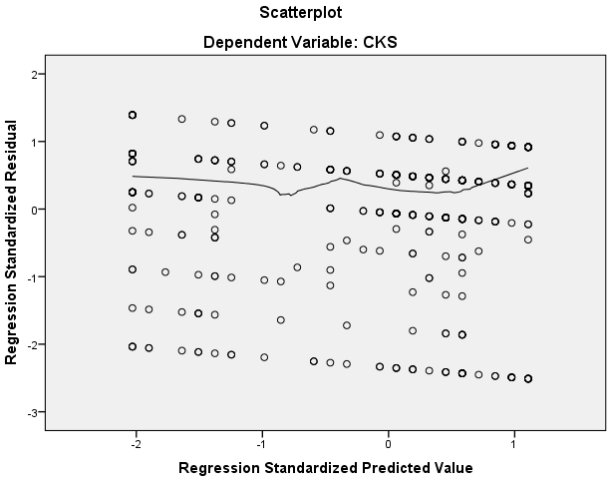

Fig 4.15 Scatter Plot for Team Working Morale and Dependent Variable Knowledge Sharing

H12: Homoscedasticity for Team Working Morale and Dependent Variable Knowledge Storage and Application

The scatter plot picture clearly shows that the random disturbances between the independent variable team working morale and the factor that is dependent CKSKA are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

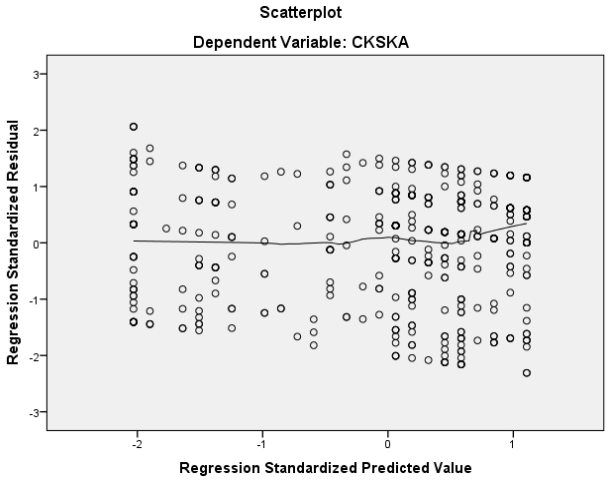

Fig 4.16 Scatter Plot for Team Working Morale and Dependent Variable Knowledge Storage and Application

H13: Homoscedasticity for PRIMES and Dependent Variable Knowledge Creation

The scatter plot picture clearly shows that the random disturbances between the independent variable PRIMES and the factor that is dependent CKC are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

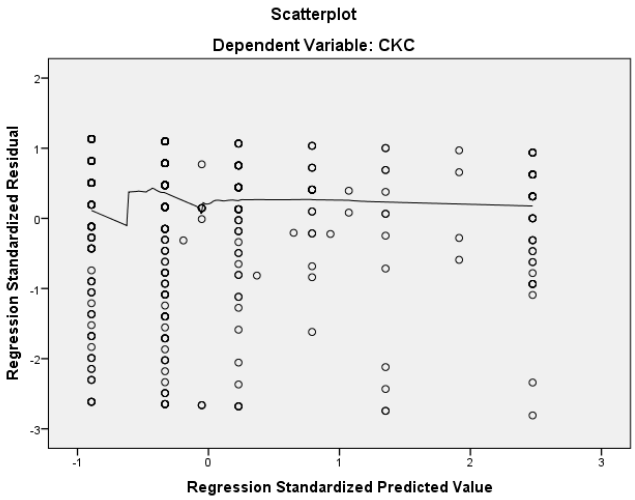

Fig 4.17 Scatter Plot for PRIMES and Dependent Variable Knowledge Creation

H14: Homoscedasticity for PRIMES and Dependent Variable Knowledge Sharing

The scatter plot picture clearly shows that the random disturbances between the independent variable PRIMES and the factor that is dependent CKS are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

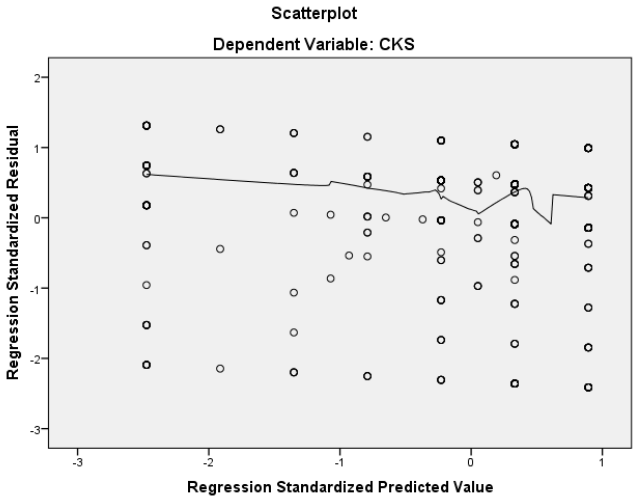

Fig 4.18 Scatter Plot for PRIMES and Dependent Variable Knowledge Sharing

H15: Homoscedasticity for PRIMES and Dependent Variable Knowledge Storage and Application

The scatter plot picture clearly shows that the random disturbances between the independent variable PRIMES and the factor that is dependent CKSKA are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

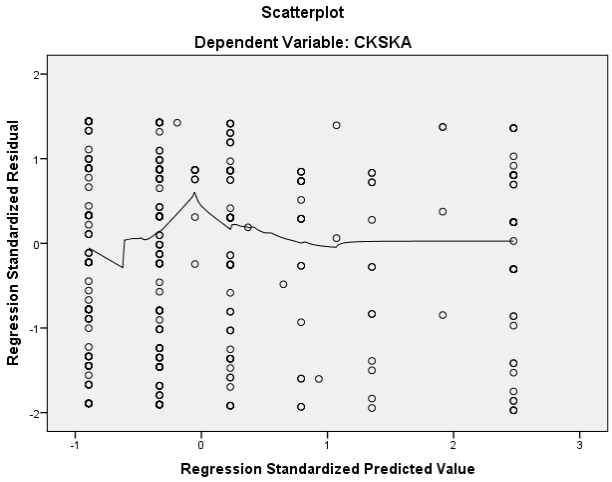

Fig 4.19 Scatter Plot for PRIMES and Dependent Variable Knowledge Storage and Application

H16: Homoscedasticity for Ethical Issues and Dependent Variable Knowledge Creation

The scatter plot picture clearly shows that the random disturbances between the independent variable ethical issues and the factor that is dependent CKC are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

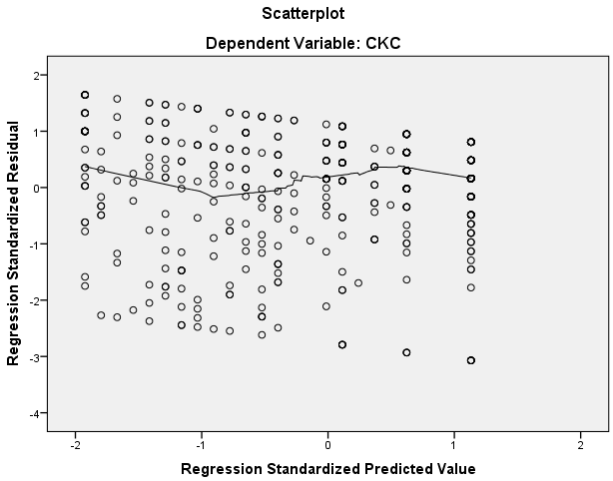

Fig 4.20 Scatter Plot for Ethical Issues and Dependent Variable Knowledge Creation

H17: Homoscedasticity for Ethical lssues and Dependent Variable Knowledge Sharing

The scatter plot picture clearly shows that the random disturbances between the independent variable ethical issues and the factor that is dependent CKS are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

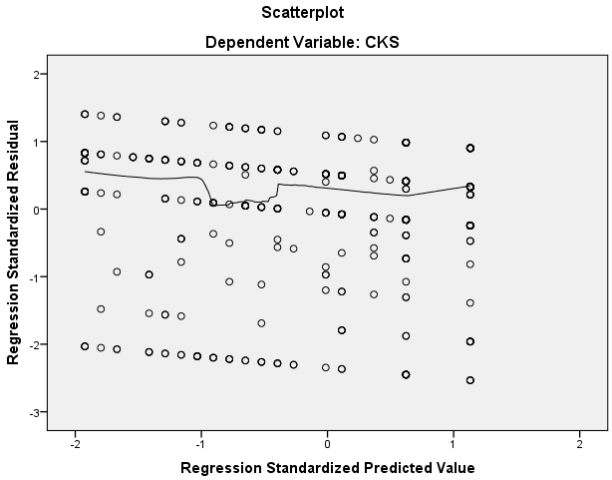

Fig 4.21 Scatter Plot for Ethical lssues and Dependent Variable Knowledge Sharing

H18: Homoscedasticity for Ethical Issues and Dependent Variable Knowledge Storage and Application

The scatter plot picture clearly shows that the random disturbances between the independent variable ethical issues and the factor that is dependent CKSKA are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

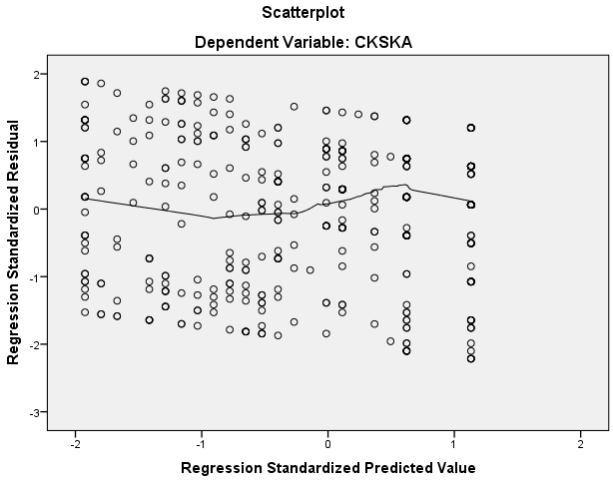

Fig 4.22 Scatter Plot for Ethical Issues and Dependent Variable Knowledge Storage and Application

H19: Homoscedasticity for Ethics and Dependent Variable Knowledge Culture

The scatter plot picture clearly shows that the random disturbances between the independent variable ethics and the factor that is dependent knowledge culture are equidistant from the direction of the regression. There is no discernible pattern in the graphic; rather, a nearly rectangular form has evolved, satisfying the criterion.

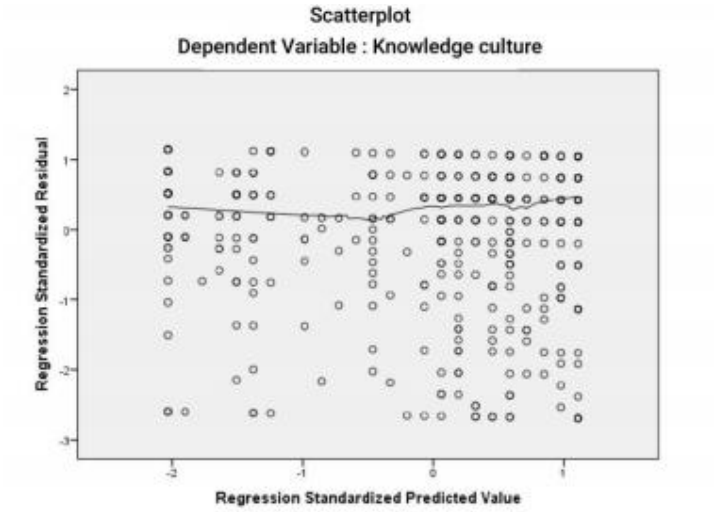

Fig 4.23 Scatter Plot for Ethics and Dependent Variable Knowledge Culture

4.7 Measurement Model

Path analysis is a type of multivariate statistical procedure that examines the links among a dependent factor and several independent factors in order to assess causal theories. This approach may be used to determine the amount and relevance of causal relationships between factors. Path analysis is important in theory due to the fact that, unlike other approaches, it requires researchers to identify connections between all of the factors that are independent. This produces a model that depicts the causal pathways through which independent factors have both immediate and secondary effects on the dependent factor (Crossman, 2019).

The path diagram, also known as the measurement model, is a component of the model used to investigate the link between latent variables and their measurements.

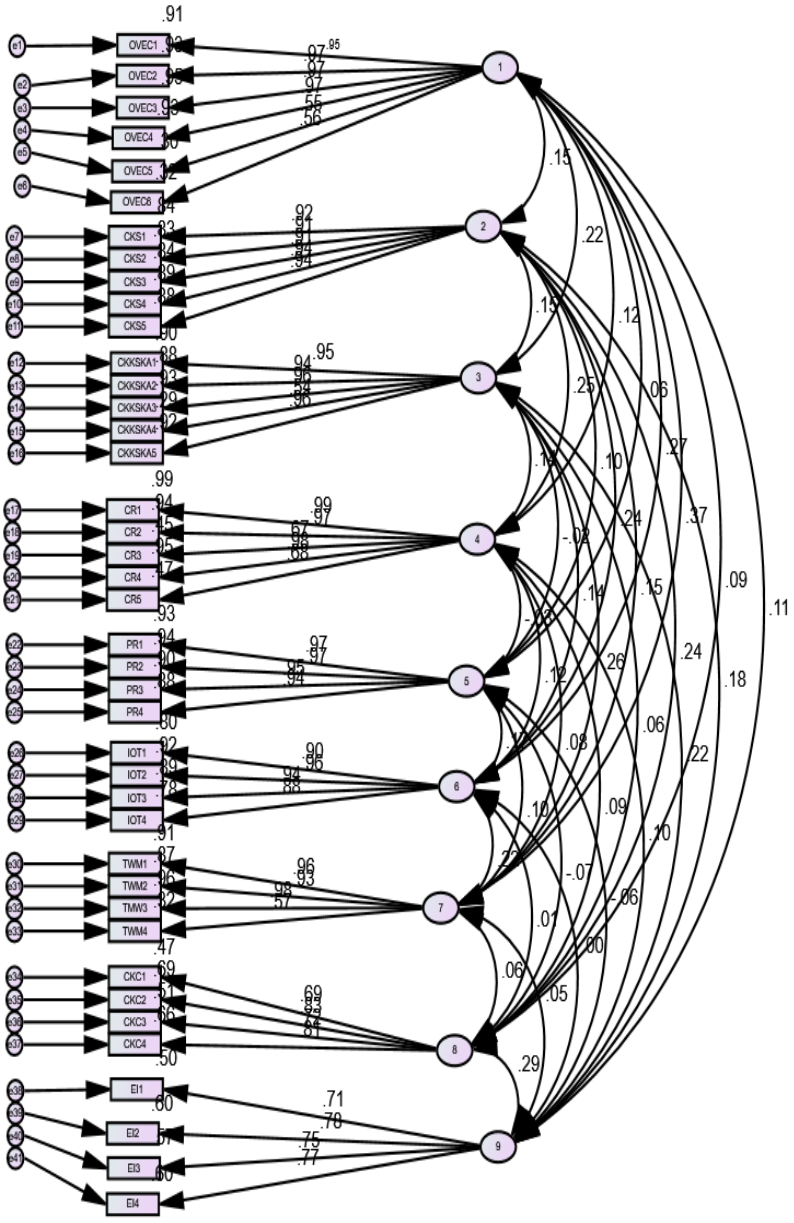

Fig 4.24 Measurement Model

Thus, from the Fig 4.24 it can be clearly suggested that the path model includes 41 visible elements and nine unseen factors, as well as the associated error variables. The pathways represented the inter-variable relationships. The coefficients of the relationships have been shown in the table. Further, Table 4.12 depicts that the value of chi square was 3611.037, DF value was 743 and the CMIN/DF value was 4.860 which indicates model fit as moderate. The CFI value was 0. 889 which is very close to

0.9 and RMSEA was 0.087 indicating a good fit. Also, the values of NFI were very close to 0.9 indicating a good fit.

Table 4.12 Model fit Indices

	Model fit	Desired score
Chi – Square	3611.037	NA
Degrees of Freedom	743	NA
CMIN/DF	4.860	</=2.00 for good fit and 2.00 – 5.00 for moderate fit.
CFI	0. 889	Close to or more than 0.90 for good fit
RMSEA	0. 087	</=0.10 reflects good fit
NFI	0. 865	Value close to 0.90 reflects a good fit

4.8 Model Fit Summary

As apparent from the Table 4.13, the output value is close to 5. The proposed model is a moderate fit since CMIN/DF values fewer than 5 are recommended for a moderate-fit model.

Table 4.13 CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default Model	118	3611.037	743	.000	4.860
Saturated Model	861	.000	0		
Independence Model	41	26666.857	820	.000	32.521

As apparent from the Table 4.14, the output value is near to 1. GFI values should be near to one for a better-fit model, hence the recommended model is a moderate fit.

Table 4.14 RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default Model	.180	.756	.717	.652
Saturated Model	.000	1.000		
Independence Model	1.013	.258	.220	.245

As seen in the Table 4.15, the output value is near to 1. The proposed framework is a good fit since it is recommended that baseline comparison values be near to one for a better-fit model.

Table 4.15 Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default Model	.865	.851	.889	.878	.889
Saturated Model	1.000		1.000		1.000
Independence Model	.000	.000	.000	.000	.000

According to the Table 4.16, the output value of several indicators is near to 1. The recommended model is a good fit since "Parsimony Adjusted Measures" scores should be near 1.

Table 4.16 Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default Model	.906	.783	.806
Saturated Model	.000	.000	.000
Independence Model	1.000	.000	.000

As stated in the Table 4.17, the resultant values for NCP have been determined. It is critical for comprehension that NCP is only presented when the CMIN yields a chi-square distribution with the assumption that the fit of the model is correct. In this sense, it may be deduced that the suggested model suits the situation well.

Table 4.17 NCP

Model	NCP	LO 90	HI 90
Default Model	2868.037	2684.440	3059.053
Saturated Model	.000	.000	.000
Independence Model	25846.857	25316.971	26383.087

The Table 4.18 makes clear that the output values were obtained for FMIN. It may be inferred that the proposed model fits the problem well in this regard.

Table 4.18 FMIN

Model	FMIN	F0	LO 90	HI 90
Default Model	7.108	5.646	5.284	6.022
Saturated Model	.000	.000	.000	.000
Independence Model	52.494	50.880	49.837	51.935

If the fitted model is valid, as indicated in the Table above, the RMSEA results are close to zero, and they are only shown when CMIN has a chi-square distribution. If CMIN has a chi square distribution and the projected value is used, RMSEA will be 0. (its degrees of freedom). As a consequence, the suggested model gives the best match.

Table 4.19 RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default Model	.087	.084	.090	.000
Independence Model	.249	.247	.252	.000

A good model fit, based on the Table 4.20, is represented by an AIC value that is considerably lower in relation to other variables. As a result, the proposed model suits the data well.

Table 4.20 AIC

Model	AIC	BCC	BIC	CAIC
Default Model	3847.037	3868.307	4346.466	4464.466
Saturated Model	1722.000	1877.202	5366.138	6227.138
Independence Model	26748.857	26756.248	26922.387	26963.387

The Table 4.21 shows how the ECVI values are generated. Because AIC values are derived, indicating a strong model fit, the recommended model according to ECVI has a good fit.

Table 4.21 ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default Model	7.573	7.211	7.949	7.615
Saturated Model	3.390	3.390	3.390	3.695
Independence Model	52.655	51.612	53.711	52.670

The Table 4.22 shows how HOELTER values are generated. HOELTER only appears when CMIN has a chi square distribution if the fitted model is correct. As a result, the proposed model matches the data adequately.

Table 4.22 HOELTER

Model	HOELTER .05	HOELTER .01
Default Model	114	118
Independence Model	17	18

4.9 SEM – Structural Equation Model Analysis

The phrase "structural equation modelling" (SEM) encompasses a broad range of methodologies used by investigators in sciences, business, and other areas in both practical and empirical investigations. It is most commonly used in the social and behavioural sciences (Asparouhov et al., 2018). SEM is a statistical tool for analysing complicated interactions between observable variables and underlying components in a study's framework. It is a multivariate analytic method which combines factors analysis with path analysis.

The SEM model is run to examine the connection between the latent variables, concerned with proving the hypothesis. In this analysis the researcher is mentioning the regression weights table to show hypothesis is significant or not.

According to philosophical considerations or past research, the investigator has created a hypothetical framework that depicts the connections between factors in SEM. The model is made up of both observable variables and latent variables. Observed variables are those that can be determined straight from the data, whereas latent variables are those that cannot be accessed directly but may be extrapolated from observed variables. Investigators have used SEM to test and quantify the magnitude and trajectory of correlations between elements, measure comprehensive model fit, as well as assess the model's goodness of fit using observed data. The researchers have also investigated the indirect and direct impacts of different factors on each other using the SEM model.

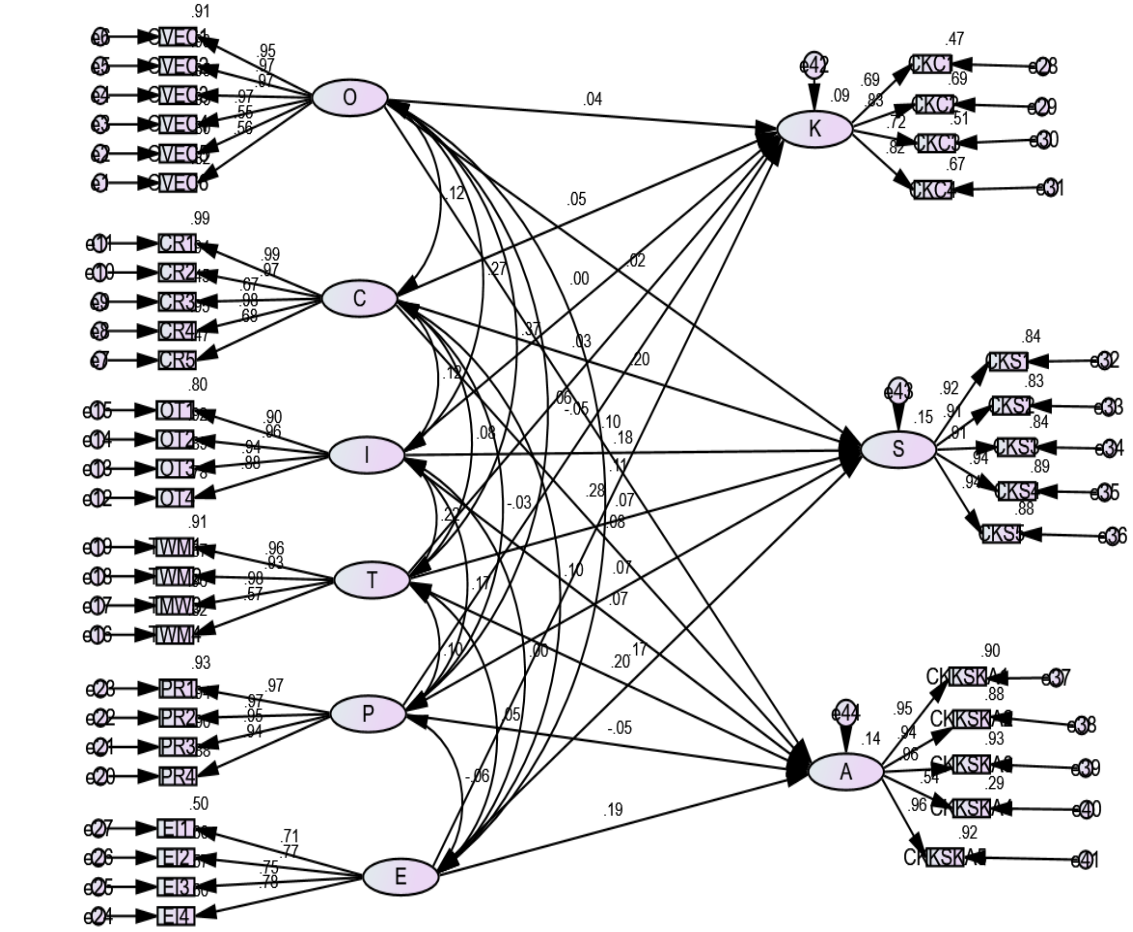

Fig 4.25 Structural Equation Modelling

4.10 Hypotheses Testing

Regression analysis is a valuable statistical tool for identifying the relationship between multiple pertinent variables. Regression analysis may occur in many different forms, but it is always concerned with how any number of independent variables influence a dependent variable (Montgomery et al., 2021). In the present research, regression analysis was utilised to illustrate how independent variables influenced the dependent variable.

$H1_0$: Organizational values and ethical climate does not have a significant impact on the culture for knowledge creation.

$H1_1$: Organizational values and ethical climate does have a significant impact on the culture for knowledge creation.

For the first hypothesis, "$H1_0$: Organizational values and ethical climate does not have a significant impact on the culture for knowledge creation", it was found that the beta coefficient concerning the relationship between organizational values and ethical climate and knowledge creation was .047 and the p-value was 0.436. Since the p-value was more than 0.05, the null hypothesis was accepted and it was revealed that the organizational values and ethical climate do not have a significant impact on the culture for knowledge creation.

Table 4.23 Regression Analysis Between Organizational Values & Ethical Climate and Knowledge Creation

Beta coefficient	P– Value	Result	Hypothesis Status
0.047	0.435 >0.05	Organizational values and ethical climate does not play a role in influencing knowledge creation culture.	Not Supported

$H2_0$: Organizational values and ethical climate does not have a significant impact on the culture for knowledge sharing.
$H2_1$: Organizational values and ethical climate does have a significant impact on the culture for knowledge sharing.

However, for the second hypothesis, "$H2_0$: Organizational values and ethical climate does not have a significant impact on the culture for knowledge sharing" the beta coefficient for the association between organizational values and ethical climate and knowledge sharing was .030 and its corresponding p-value was 0.651. Since the p-value was greater than 0.05, the null hypothesis was accepted and it was asserted that organizational values and ethical climate do not have a significant impact on the culture for knowledge sharing.

Table 4.24 Regression Analysis Between Organizational Values & Ethical Climate and Knowledge Sharing

Beta coefficient	P– Value	Result	Hypothesis Status
0.030	0.651>0.05	The culture for knowledge sharing is not affected by organizational values and ethical climate.	Not Supported

$H3_0$: Organizational values and ethical climate does not have a significant impact on the culture for knowledge storage and knowledge application.
$H3_1$: Organizational values and ethical climate does have a significant impact on the culture for knowledge storage and knowledge application.

However, for the third hypothesis, "$H3_0$: Organizational values and ethical climate does not have a significant impact on the culture for knowledge storage and knowledge application", it was revealed that the beta coefficient for the association between organizational values and ethical climate and knowledge storage and knowledge application is .155. Also, it was found that the p-value was 0.034, which is less than 0.05, which indicates that the alternate hypothesis holds true. Thus, it can be claimed that organizational values and ethical climate have a significant impact on the culture for knowledge storage and knowledge application.

Table 4.25 Regression Analysis Between Organizational Values & Ethical Climate and Knowledge Storage & Knowledge Application

Beta coefficient	P– Value	Result	Hypothesis Status
0.155	0.034 <0.05	Knowledge storage and knowledge application is found to be affected by the organizational values and ethical climate.	Supported

$H4_0$: Commitment and responsibility does not have a significant impact on the culture for knowledge creation.
$H4_1$: Commitment and responsibility does have a significant impact on the culture for knowledge creation.

Again for hypothesis 4, "$H4_0$: Commitment and responsibility do not have a significant impact on the culture for knowledge creation", the beta coefficient for the association between commitment and responsibility and knowledge creation was found to be 0.047 and its corresponding p-value was 0.276. Since the p-value was greater than 0.05, the null hypothesis was accepted and it was concluded that commitment and responsibility do not have a significant impact on the culture of knowledge creation.

Table 4.26 Regression Analysis Between Commitment & Responsibility and Knowledge Creation

Beta coefficient	P– Value	Result	Hypothesis Status
0.047	0.276 >0.05	Knowledge creation do not get impacted by commitment and responsibility	Not Supported

$H5_0$: Commitment and responsibility does not have a significant impact on the culture for knowledge sharing.
$H5_1$: Commitment and responsibility does have a significant impact on the culture for knowledge sharing.

For hypothesis five "$H5_0$: Commitment and responsibility does not have a significant impact on the culture for knowledge sharing" it was revealed that the beta coefficient for the association between commitment and responsibility and knowledge sharing was 0.220 and its corresponding p-value was 0.000. Because the p-value was less than 0.05, the alternate hypothesis is accepted and it can be asserted that commitment and responsibility do have a significant impact on the culture for knowledge sharing.

Table 4.27 Regression Analysis Between Commitment & Responsibility and Knowledge Sharing

Beta coefficient	P– Value	Result	Hypothesis Status
0.220	0.000<0.05	Knowledge sharing culture is found to be affected to commitment and responsibility.	Supported

$H6_0$: Commitment and responsibility does not have a significant impact on the culture for knowledge storage and knowledge application.
$H6_1$: Commitment and responsibility does have a significant impact on the culture for knowledge storage and knowledge application.

For the sixth hypothesis "$H6_0$: Commitment and responsibility does not have a significant impact on the culture for knowledge storage and knowledge application", the beta coefficient for the association between commitment and responsibility and knowledge storage and knowledge application was 0.096 and its corresponding p-value was 0.065. Since the p-value was greater than 0.05, the alternate hypothesis is rejected and it is affirmed that commitment and responsibility do not have a significant impact on the culture for knowledge storage and knowledge application.

Table 4.28 Regression Analysis Between Commitment and Responsibility and Knowledge Storage and Knowledge Application

Beta coefficient	P– Value	Result	Hypothesis Status
0.096	0.065 >0.05	Knowledge storage and knowledge application is not found to be affected by commitment and responsibility.	Not Supported

$H7_0$: Intellectual ownership and trusteeship does not have a significant impact on the culture for knowledge creation.
$H7_1$: Intellectual ownership and trusteeship does have a significant impact on the culture for knowledge creation.

Moreover, the seventh hypothesis stated "$H7_0$: Intellectual ownership and trusteeship does not have a significant impact on the culture for knowledge creation". Here the beta coefficient for the association between intellectual ownership and trusteeship and knowledge creation was -0.003 and its corresponding p-value was 0.961. As the p-value was more than 0.05, the alternate hypothesis is rejected and the corresponding null hypothesis is accepted. The study concludes that intellectual ownership and trusteeship do not have a significant impact on the culture of knowledge creation.

Table 4.29 Regression Analysis Between Intellectual Ownership & Trusteeship and Knowledge Creation

Beta coefficient	P– Value	Result	Hypothesis Status
-0.003	0.961 >0.05	Knowledge creation is not affected by the intellectual ownership and trusteeship.	Not Supported

$H8_0$: Intellectual ownership and trusteeship does not have a significant impact on the culture for knowledge sharing.
$H8_1$: Intellectual ownership and trusteeship does have a significant impact on the culture for knowledge sharing.

In the context of the eighth hypothesis, stating "$H8_0$: Intellectual ownership and trusteeship does not have a significant impact on the culture for knowledge sharing", the beta coefficient for the association between intellectual ownership and trusteeship and knowledge sharing was found to be 0.231 and the relevant p-value was 0.000. Since the p-value was less than 0.05, the alternate hypothesis was accepted and it was concluded that intellectual ownership and trusteeship have a significant impact on the culture of knowledge sharing.

Table 4.30 Regression Analysis Between Intellectual Ownership & Trusteeship and Knowledge Sharing

Beta coefficient	P– Value	Result	Hypothesis Status
0.231	0.000 <0.05	Knowledge sharing culture is affected by intellectual ownership and trusteeship.	Supported

$H9_0$: Intellectual ownership and trusteeship does not have a significant impact on the culture for knowledge storage and knowledge application.
$H9_1$: Intellectual ownership and trusteeship does have a significant impact on the culture for knowledge storage and knowledge application.

For the ninth hypothesis, "$H9_0$: Intellectual ownership and trusteeship does not have a significant impact on the culture for knowledge storage and knowledge application", the beta coefficient for the association between intellectual ownership and

trusteeship and knowledge storage and knowledge application was 0.100 while the corresponding p-value was 0.122. Since the p-value was greater than 0.05, the null hypothesis was accepted and it was concluded that intellectual ownership and trusteeship do not have a significant impact on the culture for knowledge storage and knowledge application.

Table 4.31 Regression Analysis Between Intellectual Ownership and Trusteeship and Knowledge Storage and Knowledge Application

Beta coefficient	P– Value	Result	Hypothesis Status
0.100	0.122 >0.05	Knowledge storage and knowledge application is not influenced by intellectual ownership and trusteeship	Not Supported

$H10_0$: Team working morale does not have a significant impact on the culture for knowledge creation.
$H10_1$: Team working morale does have a significant impact on the culture for knowledge creation.

In the context of the tenth hypothesis, "$H10_0$: Team working morale does not have a significant impact on the culture for knowledge creation", the beta coefficient for the association between team working morale and knowledge creation was 0.042 and its corresponding p-value was 0.508. Since the p-value was more than 0.05, there is enough evidence to accept the null hypothesis and conclude that team working morale does not significantly impact the culture of knowledge creation.

Table 4.32 Regression Analysis Between Team Working Morale and Knowledge Creation

Beta coefficient	P– Value	Result	Hypothesis Status
0.042	0.508 >0.05	Knowledge creation culture does not get affected by team working morale.	Not Supported

$H11_0$: Team working morale does not have a significant impact on the culture for knowledge sharing.
$H11_1$: Team working morale does have a significant impact on the culture for knowledge Sharing.

For hypothesis 11, stating "$H11_0$: Team working morale does not have a significant impact on the culture for knowledge sharing", the beta coefficient for the association between team working morale and knowledge sharing was 0.110 and its corresponding p-value was 0.116. Since the p-value was more than 0.05, the null hypothesis is accepted and it is concluded that team working morale does not have significantly impact the culture of knowledge sharing.

Table 4.33 Regression Analysis Between Team Working Morale and Knowledge Sharing

Beta coefficient	P– Value	Result	Hypothesis Status
0.110	0.116 >0.05	Knowledge sharing culture is not affected by team working morale.	Not Supported

$H12_0$: Team working morale does not have a significant impact on the culture for knowledge storage and knowledge application.
$H12_1$: Team working morale does have a significant impact on the culture for knowledge storage and knowledge application.

In the context of hypothesis 12 stating, "$H12_0$: Team working morale does not have a significant impact on the culture for knowledge storage and knowledge application", the beta association between team working morale and knowledge storage and knowledge application was 0.331 and the corresponding p-value was 0.000. Again the null hypothesis was rejected and it was concluded that team working morale have a significant impact on the culture for knowledge storage and knowledge application.

Table 4.34 Regression Analysis Between Team Working Morale and Knowledge Storage and Knowledge Application

Beta coefficient	P– Value	Result	Hypothesis Status
0.331	0.000 <0.05	Knowledge storage and knowledge application culture is influenced by team working morale.	Supported

$H13_0$: The PRIMES factors does not have a significant impact on the culture for knowledge creation.
$H13_1$: The PRIMES factors does have a significant impact on the culture for knowledge creation.

Hypothesis 13 asserted that "$H13_0$: The PRIMES factors do not have a significant impact on the culture for knowledge creation". Here the beta coefficient for the association between PRIMES and knowledge creation was -0.046 and its corresponding p-value was 0.251. Because the p-value was more than 0.05, the null hypothesis was accepted and it was concluded that the PRIMES factors do not significantly impact the culture for knowledge creation.

Table 4.35 Regression Analysis Between PRIMES Factors and Knowledge Creation

Beta coefficient	P– Value	Result	Hypothesis Status
-0.046	0.251 >0.05	Knowledge creation culture is not influenced by PRIMES	Not Supported

$H14_0$: The PRIMES factors does not have a significant impact on the culture for knowledge sharing.
$H14_1$: The PRIMES factors does have a significant impact on the culture for knowledge sharing.

Concerning hypothesis 14, "$H14_0$: The PRIMES factors do not have a significant impact on the culture for knowledge sharing", the beta coefficient for the association of PRIMES factors and Knowledge sharing was 0.073 and its corresponding p-value was 0.096. Because the p-value was greater than 0.05, the null hypothesis was accepted and it was concluded that the PRIMES factors does not have a significant impact on the culture for knowledge sharing.

Table 4.36 Regression Analysis Between PRIMES Factors and Knowledge Sharing

Beta coefficient	P– Value	Result	Hypothesis Status
0.073	0.096 >0.05	Knowledge sharing culture is not affected by PRIMES factors	Not Supported

$H15_0$: The PRIMES factors does not have a significant impact on the culture for knowledge storage and knowledge application.
$H15_1$: The PRIMES factors does have a significant impact on the culture for knowledge storage and knowledge application.

For hypothesis fifteen, "$H15_0$: The PRIMES factors do not have a significant impact on the culture for knowledge storage and knowledge application." the beta coefficient for the association between PRIMES factors and knowledge storage and knowledge application was 0.051 and its corresponding p-value was 0.293. Since the p-value was greater than 0.05, the null hypothesis was accepted and it was concluded that PRIMES factors does not have a significant impact on knowledge storage and knowledge application.

Table 4.37 Regression Analysis Between PRIMES Factors and Knowledge Storage and Knowledge Application

Beta coefficient	P– Value	Result	Hypothesis Status
- 0.051	0.293 >0.05	Knowledge storage and knowledge application culture is not influenced by the PRIMES factors	Not Supported

$H16_0$: Ethical issues does not have a significant impact on the culture for knowledge Creation.
$H16_1$: Ethical issues does have a significant impact on the culture for knowledge creation.

Concerning hypothesis 16 which confirmed, "$H16_0$: Ethical issues do not have a significant impact on the culture for knowledge creation", the beta coefficient for the association between ethical issues and knowledge creation was 0.220 and the corresponding p-value was 0.000. Because the p-value was less than 0.05, it was concluded that ethical issues does have a significant impact on the culture for knowledge creation. Hence, we can accept the alternative hypothesis and reject the null hypothesis.

Table 4.38 Regression Analysis Between Ethical Issues and Knowledge Creation

Beta coefficient	P– Value	Result	Hypothesis Status
0.220	0.000 <0.05	Knowledge creation culture is influenced by ethical issues.	Supported

$H17_0$: Ethical issues does not have a significant impact on the culture for knowledge sharing.
$H17_1$: Ethical issues does have a significant impact on the culture for knowledge sharing.

For hypothesis 17, "$H17_0$: Ethical issues do not have a significant impact on the culture for knowledge sharing", the beta coefficient for the association between ethical issues and knowledge sharing was 0.161 and its corresponding p-value was 0.000. Since the p-value was less than 0.05, the alternate hypothesis was accepted and it was concluded that ethical issues have a significant impact on the culture of knowledge sharing.

Table 4.39 Regression Analysis Between Ethical Issues and Knowledge Sharing

Beta coefficient	P– Value	Result	Hypothesis Status
0.161	0.000 <0.05	Knowledge sharing culture is influenced by ethical issues	Supported

$H18_0$: Ethical issues does not have a significant impact on the culture for knowledge storage and knowledge application.
$H18_1$: Ethical issues does have a significant impact on the culture for knowledge storage and knowledge application.

For hypothesis 18, "$H18_0$: Ethical issues do not have a significant impact on the culture for knowledge storage and knowledge application", the beta coefficient for the association between ethical issues and knowledge storage and knowledge application was 0.202 and its corresponding p-value was 0.000. Since the p-value was less than 0.05, the alternate hypothesis was accepted and it can be concluded that ethical

issues have a significant impact on the culture for knowledge storage and knowledge application.

Table 4.40 Regression Analysis Between Ethical Issues & Knowledge Storage and Knowledge Application

Beta coefficient	P– Value	Result	Hypothesis Status
0.202	0.000<0.05	Knowledge storage and application culture is influenced by ethical issues.	Supported

$H19_0$: Ethics does not have a significant impact on the knowledge culture.
$H19_1$: Ethics does have a significant impact on the knowledge culture.

For hypothesis 19 stating "$H19_0$: Ethics does not have a significant impact on the knowledge culture" a linear regression analysis to prove this hypothesis. It was observed that there is an 45.6 per cent degree of correlation between ethics and knowledge culture from the column "R". The ANOVA results depicted that there is a significant outcome as the p-value< 0.05 level of significance. Therefore, the alternative hypothesis is accepted and it is concluded that ethics have a significant impact on the knowledge culture.

Table 4.41 Regression Analysis Between Ethics and Knowledge Culture

Model Summary[b]				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.456[a]	.208	.207	1.01778

a. Predictors: (Constant), Ethics
b. Dependent Variable: Knowledge culture

Table 4.42 ANOVA

ANOVA[a]						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	138.092	1	138.092	133.310	.000[b]
	Residual	525.186	507	1.036		
	Total	663.277	508			

a. Dependent Variable: Knowledge culture
b. Predictors: (Constant), Ethics

4.11 Chapter Summary

This chapter discussed the primary conclusions gained from data analysis approaches. This chapter assessed the statistical data for the existing research paradigm and displayed it in a series of descriptive graphical representations for ease of comprehension. Several statistical tests were used to illustrate the relationship between variables, related factors, and sub-variables. Finally, hypothesis testing confirmed the link between the dependent and independent variables. As a consequence, the findings and explanations were developed with the research's initial aims as a guide.

CHAPTER 5

CONCLUSION AND FUTURE SCOPE

5.1 Introduction of the Chapter

The information created through the collective and individual accomplishments of the people working in the organization is referred to as organizational knowledge. It is a collection of knowledge-based resources that help the organization run by being shared, used, and put into practice. Knowledge management is the systematic and necessary estimation of knowledge requirement that enables individuals to interact with one another to create underutilized cumulative information important to the goals of the groups, as well as to recognize, supervise, and exchange information inside an organization. Organizational culture is one of the most important variables when it comes to knowledge management. Various organizations handle information in different ways. It includes a variety of methods that organizations employ to discover, generate, exhibit, and share knowledge. According to the organizational perspective, information must flow inside the company to promote growth and competitiveness. Ethics are the values and norms that organizations use to direct employees behaviour and choices. Organizational ethics refers to a range of rules and standards that specify how people are expected to behave at work. It has been established that ethics play a key part in knowledge management tasks. The ethical standards are essential for enabling people and organizations to go from an individual aspect to a team aspect. In addition to this, ethical standards also involve confidentiality, intellectual property, confidence, and concern for sincerity and belief. As a result, there is a direct connection between the concepts of knowledge management (KM) and ethics. Today's successful businesses are those who develop fresh knowledge or acquire it, then transform it into strategies that are implemented to progress their business operations. The core elements of KM in the IT industry are effectively creating, using and transferring the flow of knowledge. It has been noticed that one of the applications of KM is the creation of a fruitful digital repository. Therefore, it is essential to follow ethically upright behaviours in order to encourage the sharing of information because doing so would assist carry out tasks with a high degree of precision. The stressful

working styles of organizations demand ethical behaviour in order to maintain the excellent performance of individuals for information interchange. Ethics in knowledge management has been identified as one of the under researched and largely unexplored topics of research and inquiry.

In consideration of this background and with this research gap, the current study was undertaken to obtain a deeper grasp of KM systems here on the periphery of ethical considerations in order to investigate the link between ethics and knowledge culture at various levels of IT/ITes organizations. The suggested relationships between the various components of each construct were examined. The questionnaire-based survey method was adopted for collecting data. This data was analyzed through statistical analysis and the data analysis results were presented in detail in previous chapters with interpretations. This chapter discusses the results by comparing findings with the literature and confirming necessary conclusions from the study. This chapter also includes implications based on the contribution to knowledge culture and ethics literature and its impact on professional organizations. Lastly, recommendations are proposed for organizations as well as directions for future research.

5.2 Discussion

In the theoretical framework, there are 41 sub-constructs, including 14 items on knowledge culture and 27 items on ethics. The 27 items under ethics are organizational values and ethical climate (trust, honesty, fair behaviour, humility, criticism taking and perseverance in work); commitment and responsibility (responsibility, working conscience, commitment, loyalty and foresight); intellectual ownership and trusteeship (secrecy, intellectual property right, trusteeship and care in authenticity); team working morale (council with others, helping and empathy with others, affability and self-control); PRIMES (personality, integration of morality, moral ecology and skills & knowledge); ethical issues (socioeconomic issues, technical issues, knowledge hoarding, manipulation & misappropriation). The 14 items under knowledge culture are culture for knowledge creation (creativity, motivators and rewards, openness to change, top management support), culture for knowledge sharing (sharing information freely, working closely with others, developing friends at work, open communication, knowledge sharing by experienced employees) and culture for knowledge storage and knowledge application (information system & expert system for knowledge storage, retrieval & dissemination, communication & free flow of information, employee empowerment, and tolerance to honest mistakes, organizational climate for innovation). The results were obtained based on relevant statistical tests applied for data analysis. The discussion of the statistical results obtained for each construct and its supporting variables are presented below in next section.

Based on the results obtained from socio-demographic profiling of respondents from IT organizations, it was identified that a slightly higher number of male respondents participated in the survey and most of the sample respondents were from 21-30 years of age group. The larger part of the sample respondents that is 21.8 per cent had a work experience of fewer than 5 years, employees who had an experience of 5- 10 years contributed 20.8 per cent and employees who had a work experience of 16 years - 20 years contributed 19.6 per cent. This confirms that the identified respondents provided inputs based on sound knowledge and experience. Further, the reliability of the research instrument i.e. the designed questionnaire was assessed. The reliability of questionnaire was ascertained by applying Cronbach's alpha (α). The Cronbach's alpha value for current research data is between 0.839 and 0.977 indicating that it is good. All the items were considered for further analysis. Hence, it was found that the questionnaire developed has the required reliability for data collection for the undertaken research study.

As part of the data analysis, the factors analysis was carried out which extracts main factors and generates factor loadings that explain the correlations between the various variables or items identified. When all of the parameters were brought together to form one variable, the analysis of factors identified nine components with an variance of 81.241% Every item having loadings of factors equal to or larger than 0.6 were considered for further research. In addition, Bartlett's test was used to determine the magnitude of the link between variables. The lower the proportion, the more useful the information for factor analysis. Kaiser considers 0.5 (a KMO value) to be the lowest necessary (acceptable), levels between 0.7-0.8 to be good, and numbers over 0.9 to be exceptional. In the following data set, the corresponding value of KMO obtained is 0.779, which is more than minimum acceptable value 0.5, suggesting that the population dimensions are adequate enough and that the investigator may proceed to the factor analysis technique. The foundation of factor analysis is the notion that all variables have some degree of correlation and the variables should be assessed at least at the ordinal level, higher KMO value here confirmed that the factor analysis performed is valid and appropriate. Another test applied for determining how closely the variables are related is Bartlett's test. The identification of the correlation matrix as an identity matrix is assessed and Bartlett’s test of sphericity was carried out by taking $\alpha = 0.05$. Since the p-value was less than 0.05, the factor analysis was confirmed to be valid.

A test's ability to accurately assess a certain concept is known as its construct validity. Convergent validity shows the relationship between two measurements that are intended to measure the same construct. In contrast, discriminant validity demonstrates the actual absence of a relationship between two measures that are not meant to be connected. Both types of validity are necessary for excellent construct validity.

A large amount of data was divided into a substantially lower number of components using principle component analysis. To confirm that the items were unidimensional, each variable in the inquiry was analysed using multi-item complexes by factor analysis with varimax rotation. Confirmatory factor analysis revealed components with Cronbach's alphas higher than 0.8. Cronbach's alpha indicated that the structures had great internal consistency. Each of the components included in the analysis had factor loadings of 0.6 or more. As a consequence, assessment and validation using discriminant and convergent validity were demonstrated.

Convergent validity is satisfactory for all latent variables. As values for construct loading, composite reliability (CR) and average variance extracted (AVE) are optimal. The discriminant validity is examined though average variance extracted (AVE) and maximum shared variance (MSV) of each construct. To make sure about the existence of discriminant validity, AVE is compared with the MSV and the AVE of specific construct should be greater than the MSV of that construct. The values are satisfactory as criteria is achieved.

In this instance, the combined reliability scores obtained in the investigation are more than 0.7. A composite reliability score of 0.7 or greater, showing a trustworthy assessment of the concept or composite factor, is regarded as appropriate. Higher numbers suggest that the measurement has more internal consistency and dependability.

The test of normality is an important step in selecting the central tendency measures and statistical techniques for analysing continuous data. These techniques are utilised to figure out whether a data set can be completely traced by a normal distribution and to estimate the chances that a random variable underlying the data set will be normally distributed. Each variable in this study has its measure of skewness examined to see whether it is normal. The results confirmed that the data collected is normally distributed.

The skewness measure for every factor is used to establish normality. If the skewness is 1.0 or less in terms of absolute value, the data is regarded as normally spread. When the size of sample is large and the skewness Critical Region (CR) is less than 8.0, applying the Maximum Likelihood Estimator (MLE) in AMOS for SEM is particularly resilient to absolute skewness of more than 1.0. Despite the relatively non-normal distribution of information, an appropriate sample size of 200 or more is generally considered adequate in MLE.

The data analysis through statistical analysis for this study included confirmatory factor analysis. It was used to determine how effectively the variables that were assessed represented the variety of constructs. The developed path model, which in the measurement model included nine invisible variables and 41 visible variables together with the corresponding error variable, showed the relationships between the variables. The suggested model is feasible since the values of Chi-Square, Df, CMIN/Df, CFI, RMSEA, and NFI showed a good model fit. This verified that the 41 visible items and 9 invisible variables are sufficient for displaying the relationship under research and that the criteria of the different model fit indices suggest that the model generated is fairly compatible with the data. Regression weight analysis was also used to make judgements regarding the relative weightage of the predictor variables. The results gave the regression weights for the variables based on estimate, S.E., C.R., p, and label since the regression weight shows the influence of the observation on the derived model parameters. The dependence levels were based on the Significance level for each sub-variable. It was proven by the p-values and critical ratio values that knowledge storage and application depend on organizational values and ethical climate as well as team working morale and ethical issues. Knowledge sharing is dependent on commitment and responsibility and intellectual ownership and trusteeship and ethical issues. Knowledge creation is dependent on ethical issues. This shows that organizational values and ethical climate as well as team working morale and ethical issues have the potential to increase knowledge storage and knowledge application as predictive factors. Besides this, commitment and responsibility along with intellectual ownership and trusteeship and ethical issues have the potential to increase knowledge sharing. Further ethical issues have the potential to foster knowledge creation. In support of these outcomes, the results of the standardized regression weights analysis highlighted the estimates for 41 sub-variables and variances were obtained for these variables under the study through variance test in linear regression. Further, the model fit summary results based on CMIN, RMR, GFI, baseline comparison values, parsimony adjusted measures, NCP, FMIN, RMSEA, AIC, ECVI, and HOELTER values, highlighted that the model developed and tested was a good fit and suggested model, therefore, fits the data well. These results confirmed that the fit indices in structural equation modelling determine that the model is satisfactory in general. Once the model is validated, it is easier to assess which paths are important. Strong associations might not necessarily follow from acceptable fit indices. In fact, when the correlations between the variables are low rather than strong, it is frequently simpler to achieve high fit indices since it is easier to notice deviations from expectations. Additionally, the correlation estimate value was noted, demonstrating the significance and direction of a relationship between the variables. No correlation is defined if the correlation range of 0, whereas a strong positive correlation is defined if the range is between +1 and -1. According to the findings, there is no connection between "organizational values and ethical climate with knowledge creation and knowledge sharing", “commitment and responsibility with knowledge creation and knowledge storage & knowledge application”, “team working morale with knowledge creation and knowledge sharing”, "intellectual ownership and trusteeship with

knowledge creation and knowledge storage & knowledge application", "PRIMES with knowledge creation, knowledge sharing, knowledge storage & knowledge application."

5.3 Hypothesis Testing

The statistical methods for hypothesis testing were utilized in the study to assess the quality of the sample's data and to offer a framework for population-related judgements. It offers a technique for comprehending how well one may extrapolate observed results from a study group to the wider population. After taking into account the correlations between the variables as part of the hypothesis, the study's covariance table provided the results. Also, 19 stated hypotheses were statistically investigated using a measuring model, and the results show a relationship between several variables related to the Ethics and Knowledge culture constructs.

Organizational Values and Ethical Climate & Knowledge Creation

Hypothesis 1 results indicated that knowledge creation culture is not impacted by organizational values and the ethical climate. This suggests that organizational values and ethical climates that have been formed as a result of organizational policies, practices, and leadership can have a significant impact on how employees of the company make ethical decisions, which in turn affects their attitudes and behaviour at work but does not affect knowledge creation. The availability, amplification, crystallization, and connection of information generated by humans to an organization's knowledge system through the use of IT are further demonstrated to be independent of organizational values and ethical climates. This supports the fact that the variables under organizational values and ethical climate namely trust, honesty, fair behaviour, humility, criticism taking, and perseverance in work do not affect the knowledge creation culture within IT organizations which are further defined by variables such as creativity, motivators and rewards, openness to change, and top management support.

Organizational Values and Ethical Climate & Knowledge Sharing

Hypothesis 2 results demonstrated that the culture for knowledge sharing is not affected by organisational values and ethical climate. This suggests that employees' ability to make moral judgements at work related to knowledge sharing, which in turn influences their attitudes and behaviour at work, is not influenced by organizational values and ethical climate that arise as a result of organizational policies, practices, and leadership. Thus, it is confirmed that the defining characteristics of organizational value and ethical climate, such as trust, honesty, fair behaviour, humility, accepting criticism, and perseverance, don't have an impact on the flow of knowledge that has been seen to be a major factor and driver of the performance of multinational organisations in the IT sector. Thus, consequently, it can be stated that organizational values and ethical climate do not influences the sharing of knowledge.

Organizational Values and Ethical Climate & Knowledge Storage and Knowledge Application

Hypothesis 3 results demonstrated that organisational values and ethical climate have a significant impact on the culture for knowledge storage and knowledge application. This confirms that the storage of knowledge which is crucial for future use and reference within organizations has been affected by the prevailing organizational values and ethical climate within the IT organizations considered for the study along with the knowledge application. The attributed variables of organizational value and ethical climate, such as trust, honesty, fair behaviour, humility, accepting criticism, and perseverance, have a significant influence on sharing of knowledge.

It is important to notice that organisational values and ethical climate do not affect knowledge creation and knowledge sharing. Shafique (2013) confirmed that knowledge management has been used as an essential technique for fostering a company's intellectual resources. Intellectual capital may be accessed both individually and collectively during the process of creating, applying, obtaining, personalising, and disseminating organisational knowledge. However, other organisations simply focus on the expansion of communal good, despite problems arising from individuals' own interests or potential threats. The various issue of entities and common viewpoints on knowledge management undoubtedly leads to ethical confrontations and a culture of ethics in the organisation. In this context, Tseng and Fan (2011) asserted that in the past few decades, knowledge management has emerged as a critical technique for fostering

the development of organisational intellectual capital. Individuals and organisational intellectual capital can be generated through the procedure of creating, storing, sharing, acquiring, and using individual and organisational knowledge. Notwithstanding worries about people's self-interest or potential threats, some organisations solely focus on the promotion of public benefit. Personal and group concerns about knowledge management eventually result in ethical conflicts and a culture of ethics in the organisation.

Commitment and Responsibility & Knowledge Creation

Hypothesis 4 results indicated that commitment and responsibility do not have an influence on the creation of knowledge. This confirms that the attributes of commitment and responsibility including work responsibility, working conscience, work commitment, loyalty, and foresight doesn't influence the knowledge-creation process that is based on the information produced by employees in IT firms, including its availability, amplification, crystallization, and interconnections. Therefore, the attributes of commitment and responsibility do not play any contributing role in employee learning new sets of capabilities through knowledge creation within organizations and knowledge created for new product development, new managerial practices and new knowledge about customers. Knowledge creation here involves creativity, motivators and rewards, openness to change, and top management support.

Commitment and Responsibility & Knowledge Sharing

Hypothesis 5 results indicated that commitment and responsibility are discovered to have an impact on the culture of knowledge sharing. This confirms that through work responsibility, working conscience, work commitment, work loyalty, and work foresight, committed workers are likely to be more productive, perform better and work for an organization longer. As a result, they contribute to the success of the business. This concept has an impact on knowledge-sharing behaviours, which are a crucial component of organizational and individual learning-based knowledge management initiatives. Moreover, committed and responsible workers do affect the knowledge-sharing culture by sharing information freely, working closely with others, developing friends at work, open communication of knowledge, and knowledge sharing by experienced employees.

Commitment and Responsibility & Knowledge Storage and Knowledge Application

Hypothesis 6 results indicated that knowledge storage and knowledge application are not affected by commitment and responsibility. This demonstrates commitment and responsibility do not play any significant role in storing, retrieving and application of knowledge. The commitment and responsibility through work responsibility, working conscience, work commitment, work loyalty, and work foresight, do not affect the accumulation and storage of the staff's knowledge that has made them successful in the past. Hence committed and responsible employees do not majorly assist in the information system & expert system for knowledge storage, its retrieval and dissemination, communication & free flow of information, employee empowerment, tolerance to honest mistakes, and organizational climate for innovation.

Therefore it is imperative to highlight that commitment and responsibility have a significant impact on knowledge sharing. It do not affect knowledge creation and knowledge storage and knowledge application. In this context, Bataineh & Alfalah (2015) suggested that information sharing is a highly influential variable on workers' brand loyalty. Furthermore, workers' brand knowledge has been validated as a moderating variable. As a result, the investigators gave key implications as well as suggestions in order to persuade marketers to invest a greater amount of time in sharing various types of knowledge management practices in order to boost staff dedication and devotion. Therefore as per the current study results, it must be asserted that commitment and responsibility are extremely important for knowledge sharing.

Intellectual Ownership and Trusteeship & Knowledge Creation

Hypothesis 7 results indicated that knowledge creation is not affected by intellectual ownership and trusteeship. This confirms that knowledge creation which involves creativity, motivators and rewards, openness to change, and top management support do not get affected by secrecy, intellectual property right, trusteeship, and care for authenticity. They are independent and unaffected by intellectual ownership and trusteeship.

Intellectual Ownership and Trusteeship & Knowledge Sharing

Hypothesis 8 results indicated that the knowledge sharing culture is impacted by intellectual ownership and trusteeship. This further confirms that intellectual property rights and trusteeship are the basic requirements for knowledge sharing. The associated variables namely secrecy, intellectual property right, trusteeship, and care for authenticity have a significant influence on the knowledge-sharing culture established through sharing of information freely, working closely with others, developing friends at work, open communication of knowledge, and knowledge sharing by experienced employees. Thus, it can be confirmed that knowledge sharing is dependent on intellectual ownership, which is often defined as the ownership of individual knowledge resulting from invention, development, and contribution to the existing organizational knowledge.

Intellectual Ownership and Trusteeship & Knowledge Storage and Knowledge Application

Hypothesis 9 results indicated that knowledge storage and knowledge application are not affected by intellectual ownership and trusteeship. This confirms that the information system & expert system for knowledge storage, its retrieval and dissemination, communication & free flow of information, employee empowerment, tolerance to honest mistakes, and organizational climate for innovation are not influenced by intellectual ownership and trusteeship established through secrecy, intellectual property right, trusteeship, and care for authenticity.

Therefore it is imperative to highlight that intellectual ownership and trusteeship impact knowledge sharing, however, it is important to notice that intellectual ownership and trusteeship do not affect knowledge creation, knowledge storage and knowledge application. In this context, Millar et al. (2016) illustrate that intellectual ownership and trusteeship are important factors in influencing the environment of knowledge sharing. Intellectual ownership gives people and organizations legal protection and motivation to make investments in sharing technological advancement, which drives innovation and fosters an environment of knowledge production. These privileges safeguard the creators' passions, promote transparency and collaboration, and create revenue streams for continued investigation and progress. Trusteeship, on the contrary, emphasises the responsible administration and stewardship for the betterment

of a larger community or culture. It encourages free access, cooperation, and information exchange for common learning and advancement.

Team Working Morale & Knowledge Creation

Hypothesis 10 results indicated that the knowledge creation culture is not impacted by the team working morale. This confirms that the knowledge-creation activity within IT organizations that needs a few fundamental components, such as the integration of personal mastery into social networks through exchange relationships among different employees motivated by an exploration-oriented approach and supervised by knowledgeable leadership, thrives in a dynamic environment although, it is not affected by the team working morale. Team working morale is the optimism, enthusiasm, and excitement among co-workers who have the same corporate objectives. It is characterized by affability, self-control, empathy for others, and council with others. Although, these elements of teamwork morale not influence creativity, motivators and rewards, openness to change, and top management support for employees leading to knowledge creation.

Team Working Morale & Knowledge Sharing

Hypothesis 11 results indicated that the knowledge sharing culture is not impacted by the team working morale. This confirms that knowledge-sharing attributes supported by sharing of information freely, working closely with others, developing friends at work, open communication of knowledge, and knowledge sharing by experienced employees are not impacted by team working morale.

Team Working Morale & Knowledge Storage and Knowledge Application

Hypothesis 12 results indicated that the knowledge storage and knowledge application culture is affected by the team working morale. This confirms that affability, self-control, empathy for others, and council with others attributed to the team working morale impact the storage of knowledge repositories with a relevant application which is crucial for future use and reference within organizations. Hence, the information system & expert system for knowledge storage, retrieval and dissemination, communication &

free flow of information, employee empowerment, tolerance to honest mistakes, and organizational climate for innovation attributed to knowledge storage and knowledge application culture is dependent on the team working morale.

Therefore it is imperative to highlight that that team work morale impact knowledge storage and knowledge application, however, it is important to confirm that team work morale does not exhibit a significant impact on knowledge sharing and knowledge creation. This study's finding differs from the findings of Ali et al. (2020) who demonstrated that team morale has a tremendous influence on knowledge production and dissemination. A good and encouraging work atmosphere encourages collaboration, confidence, and transparent communication among team members. This, consequently, motivates team members to share their thoughts, skills, and experience. According to studies, good morale among teams improves information-sharing behaviours. Members of the team that feel appreciated, valued, and driven are inclined to get involved in generating knowledge tasks, offer their experience, and provide their own distinctive thoughts. Poor team morale, on the other hand, might stifle knowledge generation and dissemination by causing diminished inspiration, an absence of passion, and restricted participation among teammates (Ali et al., 2020).

PRIMES & Knowledge Creation

Hypothesis 13 results indicated that the knowledge creation culture is not significantly impacted by the PRIMES. This confirms that knowledge which is created through practice, collaboration, interaction, and education, among employees within the organization attributed to creativity motivators and rewards, openness to change, and top management support is not impacted by the personality, integration of morality, moral ecology, and skills & knowledge of employees. Although, knowledge creation offers a motivating idea to play with the terms "knowledge" and "knowing," it is independent of personality that affects how people approach and go about their work, integration of morality, which refers to moral commitment and persistence toward moral action, moral ecology, which refers to moral surroundings in the organization, and moral skill and knowledge that aid in moral decision making.

PRIMES & Knowledge Sharing

Hypothesis 14 results indicated that the knowledge sharing culture is found not to be affected by PRIMES factors. This confirms that knowledge sharing culture attributed to sharing of information freely, working closely with others, developing friends at work, open communication of knowledge, and knowledge sharing by experienced employees are not affected by the personality in terms of the approach adopted for work and knowledge, integration of morality in terms of their moral commitment and persistence toward moral action, moral ecology with respect to the moral surroundings in the organization, and moral skill and knowledge leading to moral decision making.

PRIMES & Knowledge Storage and Knowledge Application

Hypothesis 15 results indicated that the knowledge storage and knowledge application culture is not found to be influenced by the PRIMES factors. This confirms that this result supports the idea that personality influences how people approach and conduct themselves at work, integrating morality, which is defined as having a moral commitment and acting morally consistently do not facilitates knowledge storage and knowledge application. By encouraging employees to document, which is then stored in repositories where it can be easily accessed and used by anyone in the organization who needs it, moral ecology, which refers to moral surroundings in the organization and moral skill and knowledge that aid in moral decision making, does not affect the organizations in their effort to store knowledge.

Therefore it is imperative to highlight that PRIMES do not impact knowledge creation, knowledge sharing, knowledge storage and knowledge application.

Ethical Issues & Knowledge Creation

Hypothesis 16 results indicated that the knowledge creation culture is found to be affected by ethical issues. This confirms that knowledge creation attributes supported by creativity, motivators and rewards, openness to change and top

management support are a step in knowledge management which influence employees to create novel ideas, and concepts and build their knowledge. This is directly impacted by socioeconomic issues, technical issues, knowledge hoarding, manipulation & misappropriation that comprises ethical issues.

Ethical Issues & Knowledge Sharing

Hypothesis 17 results indicated that the knowledge sharing culture is influenced by ethical issues. This confirms that the prevailing socioeconomic issues, technical issues, knowledge hoarding, manipulation & misappropriation leading to ethical issues significantly impact the sharing of information freely, working closely with others, developing friends at work, open communication of knowledge, and knowledge sharing by an experienced employee. Hence, IT organizations can focus on the exchange of knowledge within the organization by providing immense consideration to the prevailing ethical concerns.

Ethical Issues & Knowledge Storage and Knowledge Application

Hypothesis 18 results indicated that the knowledge storage and application culture is found to be directly influenced by ethical issues. This confirms that the prevailing socioeconomic issues, technical issues, knowledge hoarding, manipulation & misappropriation leading to ethical issues can potentially affect the information system & expert system for knowledge storage, retrieval and dissemination, communication & free flow of information, employee empowerment, tolerance to honest mistakes, and organizational climate for innovation. Hence, for IT organizations knowledge is identified inside an organization, then coded and indexed for subsequent retrieval using technological infrastructure, such as contemporary information technology and software, and human procedures and can be affected by prevailing ethical concerns.

Therefore it is imperative to highlight that ethical issues impact knowledge creation, and knowledge sharing and knowledge storage and knowledge application.

Ethics & Knowledge Culture

The main hypothesis proposed for the study namely Hypothesis 19 was analysed using correlations. The ANOVA results depicted that there is a significant outcome as the p-value< 0.05 level of significance. Based on the ANOVA test results, it is confirmed that ethics has a higher influence on the culture of knowledge in IT organizations. This further indicates that the 27 items under ethics are organizational values and ethical climate "(trust, honesty, fair behaviour, humility, criticism taking, and perseverance in work); commitment and responsibility (responsibility, working conscience, commitment, loyalty, and foresight); intellectual ownership and trusteeship (secrecy, intellectual property right, trusteeship, and care in authenticity); team working morale (council with others, helping and empathy with others, affability, and self-control); PRIMES (personality, integration of morality, moral ecology, and skills & knowledge); Ethical issues (socioeconomic issues, technical issues, knowledge hoarding, manipulation & misappropriation) does affect the 14 items under knowledge culture are culture for knowledge creation (creativity, motivators and rewards, openness to change, top management support), culture for knowledge sharing (sharing information freely, working closely with others, developing friends with work, open communication of knowledge, knowledge sharing by experienced employees), and culture for knowledge storage and knowledge application (information system & expert system for knowledge storage, retrieval, & dissemination, communication & free flow of information, employee empowerment, and tolerance to honest mistakes, organizational climate for innovation).

Also, it is important to note that ethics have a significant impact on knowledge culture. In this context, Rechberg & Syed (2013) affirm that ethical concerns have a substantial influence on the development, usage, storage, and dissemination of information. Ethical issues are critical in the framework of the management of knowledge for guaranteeing the appropriate and ethical utilisation of information assets. Gathering information, knowledge development, usage, preservation, and sharing are all steps of the learning lifespan that might raise ethical concerns. Issues about confidentiality, privacy, ownership rights, safety of data, and proper application of information in the process of decision-making are among these challenges. These challenges are addressed by ethical norms and structures like research ethics procedures and data privacy rules. To preserve trust, safeguard stakeholders' entitlements, and encourage the accountable and ethical use of knowledge, organisations and individuals participating in knowledge management must adhere to certain ethical standards.

5.4 Conclusion

With respect to the data analysis results explained in previous sections, several inferences can be drawn in unison with the objectives of the study. Regarding the first objective, centred on the ethical standards and descriptions that exist in organisations, it can be determined that in a company with an ethical culture, IT/ ITes workers have knowledge of ethical practises and operations, which result in ethical motives, behaviour, and decision-making. A code of conduct establishes professional accountability requirements and regulates the specific behaviours of the business's employees. Organisational ethics addresses both corporate ideals and economic practises in the corporation. They are linked to the goals, objectives, administration, and leadership of the organisation, among other things. Moral concepts can be supported by written codes of ethics and recognised behavioural standards, which might promote ethical business activity. Typical behavioural standards include detailed instructions on how to behave in particular functional job contexts. The majority of IT/ITes organizations have an employee code of conduct, both to uphold professionalism and to avoid conflict among their employees. The results confirmed the impact of the attributes of ethics identified and tested and it can be concluded that organizational values and ethical climate, commitment and responsibility, intellectual ownership and trusteeship, team working morale, PRIMES, and ethical issues establish the foundation of ethical norms and codes prevailing in IT/ ITes organizations. Hence, organizational values enable an organization's basic beliefs to serve as guiding principles that give interactions inside the company meaning and purpose. In the current study, it is highlighted that organisational values and ethical climate impact knowledge storage and knowledge application, however, it is important to notice that organisational values and ethical climate do not affect knowledge creation and knowledge sharing. Because of workers' sense of belongingness to the company, who are more productive and committed to their job while upholding professional ethics, employees in the firms with strong organizational commitment and responsibility perform better and fulfil their goals in an ethical way. The present study found that commitment and responsibility have a significant impact on knowledge sharing, however, it is important to notice that commitment and responsibility do not influence knowledge storage and knowledge application, and knowledge creation. In IT/ ITes organizations, trusteeship and intellectual property are crucial because they serve as a sword and a shield for businesses, protecting their long-term revenue streams through intellectual property bases and enforcing patent rights for knowledge, while trusteeship helps to manage the company for the benefit of the employees' contribution ethically. From the current study results, intellectual ownership and trusteeship impact knowledge sharing, however, it is important to notice that intellectual ownership and trusteeship do not affect knowledge creation and knowledge storage and knowledge application. Team working morale assists in maintaining the employees' enthusiasm, eagerness, and optimism toward their shared objectives or duties with their ethical conduct. Team work morale exhibit a significant impact on knowledge storage and knowledge application, however team

work morale does not exhibit a significant impact on knowledge sharing and knowledge creation. PRIMES which constitute personality, integration of morality, moral ecology, and skills & knowledge assist with their contribution to ethical code within organizations accordingly. The present research study demonstrated that PRIMES do not impact knowledge creation, knowledge sharing, knowledge storage and knowledge application. Moreover, for maintaining the ethical norms and codes prevailing in IT/ ITes organizations, ethical issues related to socioeconomic factors, technical issues, hoarding of knowledge, manipulation & misappropriation are also essential to be managed. Therefore it is imperative to highlight that ethical issues impact knowledge creation and knowledge sharing and knowledge storage and knowledge application. Also, it is important to note that ethics have a significant impact on knowledge culture.

With respect to the second objective which focuses on the knowledge culture prevailing in organizations, it can be concluded that in IT businesses, knowledge management and culture are prevalent since they gave the teams right to retrieve and use the data and tools needed to carry out their role and responsibilities successfully. It also assists the companies in retaining knowledge for future use that stimulates improved productivity, nurtures a better working environment, and scale down repetitious tasks. It is established from the study that knowledge culture supports the sort of corporate culture that encourages staff to recognize and engage in knowledge creation, sharing and application as proper activity. Employees may improve their abilities and dramatically increase their productivity and efficiency when they are well-versed in the sources, processes, and technologies used to handle information. They already have access to all they require, so they don't always need to rely on their managers or supervisors. It is also confirmed that establishing the necessary culture of knowledge sharing is now crucial because it might enable employees to get over organizational hurdles related to knowledge hoarding. Knowledge sharing is described as the exchange of tacit, abilities, explicit expertise, and experience among business personnel as part of the organisation's social environment. Building and developing a knowledge-sharing network is a critical resource capacity for most businesses. Past researchers have consistently maintained that individual knowledge has a limited or restricted impact on the success of a business until it gets shared inside the organisation (Hussein et al., 2016). Additionally, information exchange occurs at both the organisational and personal levels. Corporate knowledge sharing involves structuring, recording, utilising, and sharing information based on expertise that is available inside a company while rendering it available to other persons within the company. Individually, it is frequently about interacting with coworkers to help them in improving their duties by executing them more effectively and quickly, as well as sharing and transferring individual specific competencies and expertise in order to enhance the nature of work-related activities (Prince et al., 2015).

The results confirmed the impact of the attributes of knowledge culture identified and tested and it can be concluded that culture for knowledge creation (creativity, motivators and rewards, openness to change, top management support), culture for knowledge sharing (sharing information freely, working closely with others, developing friends at work, open communication of knowledge, knowledge sharing by experienced employees) and culture for knowledge storage and knowledge application (information system & expert system for knowledge storage, retrieval & dissemination, communication & free flow of information, employee empowerment and tolerance to honest mistakes, organizational climate for innovation) establish the foundation of knowledge culture prevailing in IT organizations. As a result, it is discovered that employee cooperation occurs often in IT businesses with a culture of knowledge sharing. IT companies are aware of the crucial function organizational culture plays in fostering knowledge and sharing it so they may become leaders in applying their expertise and enjoying success in the process. As a result, elements including interpersonal trust, staff communication, information systems, incentives, and organizational structure play crucial roles in establishing the connections between employees and, consequently, in offering opportunities to remove barriers to knowledge sharing. The management of knowledge has been recognised as a key tool for a wide range of enterprises all around the globe in order to secure their long-term success. Effective knowledge management within a corporation, in specific, ought to allow for enhanced productivity and efficacy. One component of managing information is the exchange of information. It is described as the dissemination of information (insight) to a degree and in such a manner that it assists in problem solving and contributes to the development of solution throughout an organisation. While the other components of knowledge management are knowledge creation and knowledge storage and application. The method of developing novel data or insights via study, evaluation, exploration, and development is known as knowledge creation. It entails converting information, facts, and expertise into valuable information that may be utilised to address issues, create choices, or enhance comprehension in a certain sector. The procedure of organising, cataloguing, and keeping data or knowledge for future use and access is referred to as knowledge storage. The practical use of information to tackle real-world difficulties or enhance procedures, goods, or offerings is referred to as the application of knowledge. It entails utilising information gained or learned in particular circumstances to accomplish desired objectives or outcomes.

With respect to the third objective which focuses on the impact of ethics on the knowledge culture of organizations, it can be concluded that ethics prevailing in IT organizations has a significant affect on the knowledge culture. The study found that various constructs under ethics impact knowledge creation, and knowledge sharing and knowledge storage and knowledge application. Through knowledge creation, knowledge sharing, and knowledge absorption, knowledge management may be employed in an organization to create a competitive advantage. By collecting specialized knowledge and preserving essential business information, knowledge management may help boost an

organization's intangible assets. Knowledge should be acquired, improved, maintained, and disseminated via ethical reasoning. Executive managers, knowledge workers, and others face ethical dilemmas and issues that arise from the conflict between an individual's rights and those of the organization but with organizational values and an ethical climate, employee commitment and responsibility, intellectual ownership and trusteeship, and team working morale, it is possible to develop a culture for knowledge generation, sharing, storage, and application. Since knowledge is distinct from other resources, knowledge sharing can also be ethically challenging for individual team members. As a result, ethical codes and conduct that are in place in IT organizations have an impact on how effectively innovative ideas are shared, team processes are improved, innovation capacity is fostered, and competitive advantages are promoted. The results confirm that knowledge culture creates the potential for gaining a competitive advantage through improved information management, quick reactions to market dynamics, and changes in the business environment. However, the existence of knowledge culture is frequently observed in a dynamically tense environment due to violations of personal privacy, disputes over intellectual property, data theft, etc. Additionally, knowledge is withheld, denied, misrepresented, and misappropriated for organizational and personal gain. This alternative aspect of knowledge culture indicates that businesses should lean toward ethics. Based on all the outcomes achieved for the study, it can be concluded that knowledge creation, knowledge sharing and knowledge storage and knowledge application is highly impacted by ethical codes and norms, and the knowledge culture inside an organization is significantly impacted by ethical behaviors displayed by the employees. The predominant ethical norms and behavior are important in terms of the knowledge culture in businesses. By encouraging ethical behaviour and accountable distribution, ethical concerns play a critical role in safeguarding the validity and dependability of information. The investigation emphasises the necessity of resolving ethical issues in knowledge generation and dissemination in order to build an ethical knowledge culture while acknowledging that knowledge storage and application are also greatly influenced by ethical considerations. When turning existing explicit information into new explicit knowledge and preserving it, ethical markers such as trust, secrecy, and care for authenticity, confidence, and intellectual property are crucial. Because of this, ethical norms encourage cooperation. Ethical markers, such as teamwork, promote socialization by allowing members of teams and organizations to exchange experiences. A system that enables the collecting, archiving and access to knowledge by moral conduct is called an ethical KM system. It is critical to recognise the deep effect of ethics on knowledge culture in the field of information technology. Because of the fast improvements in innovation and the enormous quantities of data accessible, ethical questions have emerged that define how information is obtained, analysed, exchanged and utilised in the IT/ITes business. Transparency and information security, ethical utilisation while developing technology, proprietary privileges, and the social effect of IT advances are all examples of ethical practices in IT/ITes. Following moral guidelines assures the protection of personal information, equality, transparency, and the appropriate use of technological advances for the benefit of people and the community. IT/ITes workers and organisations that

embrace ethical standards develop a knowledge environment which values privacy, encourages honesty, and addresses the larger moral consequences of the internet, supporting trust and social wellness in the age of technology.

One of the ethical issues with KM is the debate over whether it is for the private or public benefit. As a result, organizational members view KM as a personal asset or an asset of the organization depending on their capacity for practicing ethical judgement. Therefore, IT/ITes businesses should be more likely to practice prosocial behavior and act in an ethical way that benefits employees and organizations.

5.5 Limitations

There are several limitations which were faced during this study that should be taken into consideration and can be resolved for future research. First, this study examined employees' responses on several sub-constructs of ethics and knowledge culture in order to eliminate common method bias and progress the research. However, due to the limitations of the study methodology, it is not feasible to infer the magnitude of each individual influence or the causal connections between each sub-variable and each variable in relation to the other factors that make up ethics and knowledge culture. The study's scope is restricted to evaluating the combined impact of several sub-variables taken into account under the primary constructs/variables of ethics and knowledge culture. Second, this study did not examine if other mediating factors may have a comparable impact on the sub-variables that make up the relationship between ethics and knowledge culture. Lastly, this study is more focused on assessing the ethical norms and codes and knowledge culture prevailing in IT/ITes organizations. The selection of the sample is the primary source of this research study's limitations. The organizations that took part in this study were all large multinational organizations. Consequently, the findings might not be relevant for small and medium-sized IT/ITes organizations. The drawn findings would also be stronger if they were put to the test as speculative claims in a consecutive research survey. Here, the responses received through the questionnaires that were distributed to top IT/ITes organizations being part of NASSCOM were more specific to these IT/ITes organizations' settings. IT/ITes organizations do have large employee bases and different projects that utilize the knowledge across functional departments operating. Hence, all findings related to the impact of ethics on the knowledge culture of organizations are more relevant to IT/ITes organizations and less generalized to other industrial organizations.

5.6 Implications

This research has looked into, examined, and presented some of the key elements influencing how knowledge culture is formed in large organizations. The findings of this study provide significant theoretical contributions to the literature on knowledge culture and ethics. First of all, this research affirms the crucial role that organizational values and ethical climate play in establishing the basis for ethical norms and codes within organizations. Commitment and responsibility, intellectual ownership and trusteeship, teamwork morale, PRIMES, and ethical issues all play important roles in this process. The current study emphasizes the significance of other sub-factors that fall under these variables in establishing the core concept of ethics. Moreover, this research supports the active role of culture for knowledge creation (creativity, motivators and rewards, openness to change, top management change), culture for knowledge sharing (sharing information freely, working closely with others, developing friends at work, open communication of knowledge, knowledge sharing by experienced employees), and culture for knowledge storage and knowledge application (information system & expert system for knowledge storage, retrieval, & dissemination, communication & free flow of information, employee empowerment, and tolerance to honest mistakes, organizational climate for innovation) in facilitating knowledge culture. This research has major contribution to the body of knowledge in the field of ethics and knowledge culture in the setting of organizational culture.

The findings of this study provide significant practical contributions to IT organizations considering the aspects of knowledge culture and ethics. Knowledge culture is defined as an organizational dynamic that predominately supports the creation, sharing, storage, and use of knowledge. Knowledge culture makes it easier to acquire, improve, upgrade, maintain, and apply knowledge. Through ongoing knowledge improvement that fosters innovation and competitive advantage, knowledge culture enhances organizational performance. Collaboration, employee engagement, information sharing, idea exchange, trust, creativity, tolerance for mistakes, candour about failures, and encouragement to come up with fresh concepts and solutions are all vital components of a knowledge culture. The study outcomes provide the practical framework considering organizational values and ethical climate, commitment and responsibility, intellectual ownership and trusteeship, teamwork morale, PRIMES, and ethical issues that defines the ethical norms prevailing in current organizations and refine their knowledge culture within. This indicates that knowledge culture can be established by professional organizations through effective ethical norms and codes based on the factors analyzed and discussed to be more significant. As a result, ethics and culture should act as role models and encourage employees to identify, absorb, and imitate model behaviors. Companies and organizations should concentrate on their moral identity while hiring, choosing, or promoting supervisors before creating the necessary impetus essential to knowledge culture. The findings support the practical

scenario where knowledge culture may help organizational members regard knowledge management as a personal asset or an organization's asset depending on their capacity for ethical judgement. Knowledge culture supports the transfer of knowledge and expertise from predecessors to new workers. Employees are cautious about disclosing their information and expertise because they are frightened of compromising authority and custody of their expertise. As a consequence, they seek to gain a competitive edge over their colleagues. If administration does not promote and guide their staff members, information interchange and knowledge sharing may be hampered. Workers must be encouraged and educated on the importance of sharing knowledge with their peers inside the firm. They have to comprehend that information is owned by the enterprise. Furthermore, information sharing diminishes as a result of increased remoteness. Sharing knowledge with colleagues becomes incredibly difficult when people are isolated from each other. Workers must be grouped together in order for them to observe and model the activities of those with knowledge. This research will give businesses the resources they need to embrace the conceptual framework that has been suggested, where ethics encourages the development, sharing, storage, and use of information in order to achieve long-term competitive advantage and sustainability. In KM projects, where individuals of the organization may generate, acquire, store, transmit, and use knowledge with a common ethical stance, the organizational ethical standards outlined in the study can be actually adopted, implemented, and evaluated. Future knowledge culture initiatives for the company might incorporate ethics, resulting in the strategic integration of ethics into knowledge culture. By establishing a connection between ethics and knowledge culture, an organization's knowledge culture may come to conceptualize ethics.

5.7 Recommendations

5.7.1 Recommendations for Organizations

One of the most important aspects of an organization's culture is its ethical considerations, which serve as a guide for ethical behavior and activities that affect employee behavior in the execution, implementation, and completion of knowledge management procedures that result in knowledge culture. For a successful knowledge culture, the company should create an atmosphere that promotes knowledge generation and sharing and knowledge storage and application. This environment should be built on ethics, with the company offering its staff a dependable work environment, appropriate compensation, and an open culture. The knowledge culture increasingly acknowledges that they have moral obligations in addition to their duties to create assets and maintain profits. The organization's expected ethical standards for employees should also be communicated through the knowledge culture.

Further, it is critical to define and implement sector-specific ethical principles and codes of behaviour. These rules should lay out the required ethical behaviour, including concerns like confidentiality of information, intellectual property entitlements, and accountable technology usage. Educational programmes and awareness initiatives may be organised to make sure that all staff are well-informed regarding the knowledge culture and appreciate the relevance of these moral standards. Partnership among businesses, educational institutions, and government authorities is critical for developing ethical norms that are compatible with the changing environment of knowledge and technological practises. Frequent conversations, meetings, and seminars may encourage the sharing of concepts and best practises, while guaranteeing ethical issues stay at the core of the IT/ITes industry's knowledge culture.

5.7.2 Recommendations for Future Research

Many organizations were forced by the rise of the knowledge economy to acknowledge knowledge as a critical resource for achieving long-term competitive advantage. It is possible to research ethical indicators in KM projects, KM models, and KM practices. The application of ethical values in the knowledge culture may result in sustainable economic growth and successful commercial ventures. As a result, organizations have to design and use a model of ethics for directing and promoting a knowledge culture within an organization. To substantiate the importance of ethics in knowledge culture, further qualitative and quantitative research is required. The challenge of demonstrating the connection between ethics and knowledge culture for organizations as a whole is one of the study's shortcomings. The second challenge is in generalizing the findings from the literature and the examined relationship between ethics and knowledge culture. Future studies should thus seek those variables that are universal.

5.8 Summary

This chapter presents the results by contrasting them with prior research and verifying any necessary inferences drawn from the investigation. The consequences predicated on the literature’s role in culture, understanding, and ethics as well as its influence on professional associations are also included in this chapter. Finally, suggestions for organisations and future research areas are made. The findings of the research highlight how closely knowledge culture and ethics are related in IT/ITes companies.

The investigation also emphasises how important ethical behaviour is to knowledge management and how it impacts the generation, exchange, application, and storage of information. The accomplishments of organisations and resolving moral dilemmas in the ever-changing IT environment depend on this interaction. Finally, the study recommends that a good knowledge culture requires the organisation to foster an environment that encourages knowledge creation, sharing, storing, and application. This atmosphere needs to be based on morality, with the business providing a stable work environment, fair pay, and an accessible culture to its employees.

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Appendix

Questionnaire

Introduction

This survey is part of my doctoral research work and focuses on Ethical components and practices of an organizations and their effect on knowledge culture prevailing in an organization. The information you provide will be kept strictly confidential and used for research purpose only.

Any queries may be sent at

Part A - Demographic Profile

1. **Name of the respondent (optional) : _____**
2. **Name of the organization (optional) :_____**
3. **Gender:** Male
   Female
4. **Age:** 21-30
   30-40
   40-50
   50 and above
5. **Education:** Graduation
   Post-Graduation
   Doctorate
6. **Work Experience:** Less than 5 years
   5 years - 10 years
   11 years - 15 years
   16 years - 20 years
   Over 20 years

Part B

On a scale of 1-7, please indicate the degree to which you agree to the statements given below based on your experience (1=Strongly Disagree 2=Disagree 3= Somewhat Disagree 4= Neutral 5 = Somewhat Agree 6=Agree and 7= Strongly agree).

Ethics

Statement	**1**	**2**	**3**	**4**	**5**	**6**	**7**
Employees are open to sharing their personal knowledge							
No modification or change in the information is done by employees for personal gain							

The importance of intellectual property rights is highlighted							
Whistleblowers might be employees who build and implement knowledge management systems							
Employee knowledge is not captured in an information system for downsizing or retrenchment.							
Employees' moral activities are guided by their particular attributes and skills							
Employees' moral actions are affected by the people around them in the organisation							
Employees don't trust and interact honestly with one another							
Employees have faith in the organization's ability to keep promises made to them							
It is critical for employees to be honest with one another							
It is critical for employees to interact with one another in a fair and impartial manner							
Modesty and civility are valuable qualities expected in the organization							
Employee's sensitivity and perseverance in work are great assets							
Employees are accountable and responsible for their work							
Employees have a high level of work awareness							
Employees are faithful to the organization and to one another							

Employees act and make decisions with foresight, according to the goal of organization							
Employee and organisational information confidentiality is extremely vital and encouraged							
For all members of organization, trusteeship is fundamental and significant							
Employees should consult with others while performing tasks and making decision							
Employees are sensitive to one another and willing to assist each other							
Employees must exercise self-control and is emphasized by the organization							
Employees work well together and are cooperative							
Employee reflect humility while sharing knowledge for better learning							
It is crucial to take care while measuring Authenticity (the correctness of a subject)							
Employees are motivated about the organization's aims and missions, as well as their own responsibilities							
Employees are willing to share their skills and knowledge impartially							

Part C

On a scale of 1-7, please indicate the degree to which you agree to the statements given below based on your experience (1=Strongly Disagree 2=Disagree 3= Somewhat Disagree 4= Neutral 5 = Somewhat Agree 6=Agree and 7= Strongly agree).

Knowledge Culture

Statement	**1**	**2**	**3**	**4**	**5**	**6**	**7**

People are recognized and rewarded for their contributions to the knowledge culture within organization							
Employees come up with unique concepts and creative ideas							
Knowledge storage, retrieval and dissemination is supported by proper information system & expert system							
Knowledge generation is supported and encouraged by top management							
Employees readily share knowledge with one another							
Employees collaborate closely in groups and teams							
Employees in KM initiatives are not reluctant to change and reflect openness							
Employees are friendly at work							
A value system has been established to encourage knowledge sharing through open communication							
Employees discuss and share their expertise and previous experiences							
There is a free flow of communication for knowledge application ,within employees at each level of organization							
Employees are empowered to take decisions based on their knowledge							
While implementing new concepts, management is tolerant to honest mistakes							
Organization facilitates an innovative environment for employees to attempt their innovative ideas at work							

LIST OF PUBLICATIONS AND THEIR PROOFS

S.NO	Title of Paper	Name of the Authors	Name of the Journal	Indexing status of Journal
1	Analyzing the concatenation between ethics and Knowledge culture in Indian IT sector	Mr. Nishant Gaur & Dr. Vikas Gupta	Sage Open	The journal is ranked and indexed by SSCI; Scopus; ProQuest; ERIC; DOAJ
2	Analyzing the ethical impact on knowledge management approach of organization	Mr. Nishant Gaur & Dr. Vikas Gupta	European Economics Letters	The journal is ranked and indexed by ABDC; Academia; AcademicKeys; Beschreibung; EBSCOhost; EconPapers; EuroInternet; FINNA; Google Scholar; IDEAS; Index Copernicus; International Journals Master; Library Intelligencer; The University of Melbourne Publisher: European Economics Letters Groups Field of Research: 3801 ISSN: 2323-5233 ISSN Online: 2323-5233
3	Impact of Ethical Behavior on	Mr. Nishant Gaur & Dr. Vikas Gupta	Empirical Economics Letters	The journal is ranked and indexed by ABDC;

	Knowledge Culture of an Organization			American Economic Association (AEA); electronic indexes; Cabell's Directory of Publishing Opportunities in Economics and Finance; ERA (Excellence in Research for Australia). Publisher: Dr. Mohammad A. Wadud Field of Research: 3801 ISSN: 1681-8997 ISSN Online: 1681-8997
4	Ethical Framework For IOT in People Analytics: Risks and Opportunities	Mr. Nishant Gaur & Dr. Vikas Gupta	International Journal of Intelligent Systems and Applications in Engineering	The journal is ranked and indexed by Scopus; TR Index; IndexCopernicus; Global Impact Factor; Cosmos; Google Scholar; JournalTocs; IdealOnline; OAJI; ResearchGate; ESJI; Crossref; ROAD. Publisher:Ismail Saritas E-ISSN:2147-6799

5	Exploring the relationship between ethics and knowledge culture: A conceptual framework for successful organizations	Mr. Nishant Gaur & Dr. Vikas Gupta	Academy of entrepreneurship Journal	The journal is ranked and indexed by Scopus; ISI Indexing; Index Copernicus; Gdansk University of Technology; 20Scope Database; Lexis Nexis Questia Case Centre; ProQuest; Mirabel; Cengage Gale; Euro Pub; Google Scholar; Scientific Indexing Services (SIS); Publons; OCLC- WorldCat; CiteFactor; China National Knowledge Infrastructure (CNKI); JournalTOCsOpen J Gate Publisher:Allied Business Academies ISSN:1087-9595E-ISSN:1528-2686
6	Devising a Knowledge Culture	Mr. Nishant Gaur & Dr. Vikas Gupta	Journal of Contemporary Issues in Business and Government	listed in Business Source Elite; Business Source Premier
7	An Exploratory Factor Analysis For Developing a scale of Ethics: A Knowledge Management Perspective"	Mr. Nishant Gaur & Dr. Vikas Gupta	Delhi Business Review	listed in CABELL'S Directory, USA; Index Copernicus (IC value of 82.78); ProQuest;The Indian Journal of Commerce;EBSCO.

8	”Role of Emotional Intelligence in Development of Knowledge Based Leader	Mr. Nishant Gaur & Dr. Vikas Gupta	International Journal of Management Research	a peer-reviewed biannual journal published jointly by Apeejay School of Management, New Delhi (India) and Thomas Jefferson University, Philadelphia (USA).
9	An Exploratory Factor Analysis For Developing a scale of Ethics: A Knowledge Management Perspective	Mr. Nishant Gaur & Dr. Vikas Gupta	International Conference on Managing Digital Revolution: Inventing Future India”	International Conference proceedings
10	“Exploring the relationship between Ethics and Knowledge Management: A Conceptual Framework for Successful Organizations”	Mr. Nishant Gaur & Dr. Vikas Gupta	17th Global Conference GLOGIFT, “Transforming Organizations through Flexible System Management	International Conference proceedings

Original Research

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Analyzing the Concatenation Between Ethics and Knowledge Culture in Indian IT Sector

Nishant Gaur[1] **and Vikas Gupta**[1]

Abstract

In this globally competitive environment, ethics has become the major area of concern for organizations to eliminate the issues that arise in knowledge sharing. Knowledge is considered to provide a competitive edge to individuals and organizations. This is especially true for industries engaged in the Information and Technology sector. In accordance with the above notion, the current study aims at assessing the role of ethics as a catalyst in affecting knowledge sharing in Indian IT organizations. For this purpose, the study adopted a self-developed questionnaire that was addressed to employees engaged in the IT sector of India. The study utilized SPSS and AMOS to outline the relationship between Ethics and Knowledge Sharing. The findings of the study revealed that the PRIMES model has a direct impact on knowledge creation culture, knowledge-sharing culture, and knowledge storage and knowledge application culture. Moreover, it was also revealed that ethical issues have a negative impact on the three constructs of knowledge sharing that is, knowledge creation culture; knowledge sharing culture; and knowledge storage and knowledge application culture. Personality traits and other constructs of the PRIMES model cannot be controlled by the organization. However, ethical issues can be curbed to enhance the knowledge sharing culture. Prior research has not empirically tested the role of PRIMES model and ethics on knowledge sharing culture.

Keywords

ethics, knowledge culture, Indian IT sector, PRIMES, ethical issues, knowledge sharing, knowledge storage, knowledge application, knowledge creation

Introduction

In this globally competitive environment, ethics has become the priority of organizations to eliminate the issues that arise in knowledge sharing. The inclination and practices of the employees to hoard knowledge for their own vested interest affects the organizational performance on an overall basis (Mursaleen et al., 2015). Knowledge provides a competitive edge to both the individual and the organization as a whole. According to Ma et al. (2008), knowledge workers are more reluctant to share the tacit knowledge with other individuals as it acts as a beneficial element for them. However, this hoarding of knowledge showcases as a barrier to knowledge sharing. The increase in unethical practices has resulted in a quest to serve self-interest and thereby, hampered the productivity of the organization. As a result, there is a dire need to recognize the importance of ethics in the workplace. Ethics emphasize the importance of values and morality in society. Human laws too are based on ethics. Moreover, ethics extend beyond laws and thereby, where even laws cannot serve to guide behavior. The ethics perceived by humans helps in providing eminent direction to take the right decision in controlling one's behavior when faced with different situations and obstacles.

Knowledge management is often articulated as the management of corporate knowledge for improving organizational performance on several grounds. It may lead to development of organizations that are quick in decision making and often referred to as "intelligent acting" and "innovative". It is also considered as a tool for handling information. KM is instrumental in dealing with knowledge creation, knowledge management, knowledge sharing, and exploitation of knowledge. The

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Analyzing the Ethical Impact on Knowledge Management Approach of Organization

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Abstract
Purpose: Ethics is becoming popular field of study in era of knowledge economy. The ethical encounters while carrying out knowledge management initiatives, activities have been increasing these days. There is a wide scope of research in ethics and knowledge management as being a new area and there are diverse unexplored horizons in this field. The paper aims to create.
Design/methodology/approach: The literature review was carried out to examine the existing literature on ethics and knowledge management. The data was collected from sample size of 200 employees. Confirmatory factor analysis (CFA) was carried out to identify relevant factors for both variables. The structural equation modeling (SEM) was utilized to study the relationship amongst ethics and knowledge management.
Findings: Six factors under ethics and three factors under knowledge management have been identified. The variable ethics strongly effectuate knowledge management approach of organization.
Research Limitations/implications: The study explores six constructs in variable ethics and three construct in variable knowledge management on the basis of literature review. There might be more constructs under both variables which can be explored through carrying out extensive research.
Practical Implications: The proposed model can be adopted in organizations to create and develop ethical culture that fosters and facilitate knowledge management approach of an organization. Also the proposed model can be utilized for assessing the effectiveness of ethical framework on prevailing knowledge management approach of organizations.
Originality/Value: The model proposed and tested is a original model developed by the authors. It is a credible instrument to assess the ethical components that prevails in organization for nurturing knowledge management.
Keywords: Knowledge Management (KM), Knowledge Management strategy, Ethics, Knowledge creation
Paper type: Research paper

1. Introduction

In contemporary world, association of ethics and knowledge management demonstrates conglomeration of values, ethics, knowledge culture and technology contributing in success of organizations. The concepts such as ethics and knowledge management are widely researched now days but lack of the comprehensible linkages between two is still apparent. It is important to focus on these two areas as consumption and production system at the present time is based on intellectual capital. The economy where intellectual capital is more prominent in correspondence to other resources is referred to as knowledge economy. Knowledge economy is purposefully determined by the cultural attributes. In knowledge economy, most organizations are involved in knowledge management and they must learn to deal with ethical encounters for sustaining themselves with a clean image. Knowledge economy is driven by knowledge workers in respect to other resources for creation and management of knowledge. Thus ethics will play a more dominant role here in deciding the success of organizations in present and future. The organizations use creative and innovative methodologies to cater their customer base and to improve their quality and productivity but they somewhere compromise with moral values leading to declination in long term. With technological advancements and changing lifestyle, the ethical concerns are rising. The creation, acquisition, transfer , storage and use of knowledge is prominent in knowledge based economy but the ethicality in creation, dissemination, storage and application of knowledge is more substantial. The aim of this study is to develop a conceptual framework linking ethics and knowledge management approach and to statistically test the proposed framework to validate the proposed framework.

The study is organized as follows: initial section starts with the introduction followed with the research objectives and research questions. After that literature review section on ethics and KM which is followed by hypothesis formulation and proposing conceptual framework. The next section discusses research methodology and then detailed data analysis and interpretation. Then the study concludes with discussion, research limitations and avenues for future investigation.

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Impact of Ethical Behavior on Knowledge Culture of an Organization

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Abstract: Living in a world devoid of ethics is a miserable existence. Ethical degradation causes uncontrollable events with catastrophic cyclic and multiplying consequences. Recently, the newspapers and internet have been overloaded with reports of corporate scandals involving financial institutions, multinational companies, government agencies, accounting professionals, and a variety of other entities. The noble-most profession like education sector too is not free from the vices of materialistic returns generated from an un-ethical behavior. Especially in economically developing yet culturally developed nations, it becomes significant to understand and analyses the concept of ethics. This study investigates the perceptions of government professionals and management professionals and focuses to learn the impact of ethical behavior on knowledge culture of their organizational environment on the various dimensions of their personal and organizational effectiveness. The study comes out for valuable and noteworthy insights not only for the government sectors as well as corporate professional organization/firms in the area of management, but also for the government professionals and corporate professionals at individual level and also for governing bodies especially in the field of education. The findings are based upon various statistical tools such as T-test, ANOVA, and Correlation Analysis. As a result, the suggestions provided for the related personnel are quite understandable and extremely beneficial if directed and properly implemented. Several conclusions and their implications that are mysterious, if taken with a large of optimism, then there exists a significant scope for substantial improvement, evolution, and advancement.

Keywords: Knowledge Culture, Organizational Ethics, Government Professionals, Corporate Professionals, Ethical Behavior, ANOVA, T-Test, Organizational Effectiveness

1. Introduction

Ethics is wrongly believed to be a creation of modern times. It is found to be existing globally, spread over centuries. Aristotle, Socrates, Kant have been the world renowned philosophers who have prominently conceptualized the ethical perspectives and

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Ethical Framework for Iot in People Analytics: Risks and Opportunities

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Abstract

Purpose: This research studies the ethical perspective concerning internet of things (IoT) placement in People Analytics. To provide researchers and professionals with ethical framework for IoT (internet of things) in people analytics. .Also to identify associated risk and opportunities.

Design/methodology/approach: Initially, the applicability of Chuck Huff's original Personality, Integration of morality, Moral Ecology and skills Model (PRIMES) is studied from context of IoT in people analytics. Secondly consideration of ethical issues in addition to PRIMES model are proposed based on limited scope of PRIMES in IoT and people analytics.

Findings: The original PRIMES Model can be utilized in initial stages as ethical guiding framework for individuals employed in personnel department but it lacks coverage of ethical issues from perspective of IoT in people analytics. To address the ethical dimensions from IoT in people analytics viewpoint, additional ethical issues are addressed.

Research limitations: The novel ethical framework for IoT in people analytics required further authentication and validation along with empirical testing in continuously emerging IoT and people analytics ecosystem.

Implications: Considering the paucity of ethical frameworks in emerging area of IoT in people analytics, this study provides the ethical model in the area of IoT in people analytics for the researchers and practitioners. This framework can further be tested and used practically and can also be considered for theoretical development.

Originality/Value: There is apparent deficiency of ethical norms in area of IoT in people analytics, this study contributes to the area by providing extended PRIMES Model as a preliminary ethical framework for IoT in people analytics.

Keywords: Ethics, Internet of Things, People Analytics, PRIMES, Human Resource Management.

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EXPLORING THE RELATIONSHIP BETWEEN ETHICS AND KNOWLEDGE CULTURE: A CONCEPTUAL FRAMEWORK FOR SUCCESSFUL ORGANIZATIONS

Nishant Gaur, Delhi Technological University
Vikas Gupta, Delhi Technological University

ABSTRACT

The paper studies the impact of ethics on the knowledge culture of an organization. The objective of the paper is to propose the linkage between ethics and knowledge culture. It is postulated in this paper that ethical norms pertaining in organization influence individual behaviour for creation, sharing, storage and application of knowledge. The firm can integrate ethical values in knowledge culture of an organization and can have a long-term impact. Future studies can focus on empirical research and testing of the proposed conceptual model. The main limitation arises while generalizing conclusion on linkage between ethics and knowledge culture studied through literature. The paper offers an original conceptual framework integrating ethics and knowledge culture. This model proposes a roadmap for managers to implement and practice ethical conduct while creating, sharing, storing and applying knowledge.

Keywords: Ethics, Knowledge Management, Knowledge Culture, Organizational Culture, Knowledge Creation, Knowledge Sharing, Knowledge Storage, Knowledge Application

INTRODUCTION

The technical advancement facilitated by modern science lead to a progression from an industrial economy to a knowledge-based economy. The knowledge-based economy has been labeled as a network society because of information availability and accessibility from global networks (Manuel Castells, 2004). The knowledge-based economy is the economy of knowledge sharing where knowledge sharing affirms to be a vital component contributing towards effectiveness of knowledge culture (Styhre, 2002). Ethics is the key driver to achieve a successful organization (Peyman Akhavan, 2013). The knowledge culture accelerates knowledge exchange and knowledge creation within the organizational framework. Knowledge is owned and maintained by the organization and is considered as a public good (Wasko & Faraj, 2000). Knowledge culture aggregates individual knowledge into collective knowledge through open discussion, interpersonal interaction, collaboration and knowledge exchange. Some organizations focus on organizational knowledge neglecting the concern of individual's self-interest. The individualistic as well as collectivistic approach for knowledge acquisition and retention may lead to ethical conflicts in the organization. The organizations should emphasize on creating an effective balance between individualistic and collectivistic approach towards knowledge acquisition and retention. Knowledge culture should support and leverage organizational effectiveness but not contribute to unethical practice by retrenching the members who offer their ideas and innovations regularly.

The research gap observed during literature review recognizes that there is no research which studies integrated framework of ethics that facilitates all KM processes which includes knowledge creation, knowledge sharing, knowledge storage and knowledge application. There is deliberation on impact of ethics on knowledge creation in literature but there is no research on ethical components impacting all KM processes. This paper is an attempt to identify the various

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Devising a Knowledge Culture

Nishant Gaur[1], Dr. Vikas Gupta[2]

Abstract

Purpose: The paper aims to explore the literature on culture facilitating knowledge management (KM) in an organisation. The paper deliberates on various attributes, components, framework and classification of culture that stimulates KM.

Design/methodology/approach: A systematic review of peer-reviewed journal articles has been carried out to understand the culture that fosters KM from Pro-Quest, Emerald and EBSCO host. Various attributes, components, framework and classification of culture have been extracted from the literature that impacts KM processes, knowledge assets, Knowledge conversion cycles and types of knowledge sharing.

Findings: The literature reveals a positive impact of cultural attributes, components of culture, various cultural frameworks and various classification of culture on KM processes, knowledge assets, knowledge conversion cycles and types of knowledge sharing.

Research implications: This paper is an output of extensive literature review studying all the attributes, components, framework and classification of culture that impacts KM. However, it would have been better to go for a precise study deliberating on a particular dimension of culture amongst framework, attributes or classification which impacts a specific KM dimension amongst KM processes, knowledge assets, KM conversion cycle and types of knowledge sharing. Also, a longitudinal study would have given long term data to understand how organisational culture would have influenced KM.

Research limitations: This paper is an output of extensive literature review studying all the attributes, components, framework and classification of culture that impacts KM. However, it would have been better to go for a precise study deliberating on a particular dimension of culture amongst framework, attributes or classification which impacts a specific KM dimension amongst KM processes, knowledge assets, KM conversion cycle and types of knowledge sharing. Also, a longitudinal study would have given long term data to understand how organisational culture would have influenced KM.

Originality/value: This paper contributes to knowledge culture literature by adding the fact that culture not only affects human resource activities but also plays a prominent role in KM.

Keywords: Knowledge Management, Organisational Culture, Knowledge Culture

1. INTRODUCTION:

In this era of continuous and rapid changes in the economy, competition is getting fierce where organisations fully utilise all the resources and assets to maximise the return on

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AN EXPLORATORY FACTOR ANALYSIS FOR DEVELOPING A SCALE OF ETHICS

A KNOWLEDGE MANAGEMENT PERSPECTIVE

Nishant Gaur*
Vikas Gupta**

PURPOSE
ETHICS has been broadly analyzed and explored from work-place perspective. However, research on ethics from knowledge management (KM) perspective is weak; very few empirical studies have been done in this regard. The paper aims to create scale for ethics to fill the gap. The scale which has been developed by the author(s) is aimed to be used for testing the relationship between ethics and KM in future.

Design/Methodology/Approach: *In this study, the existing literature was examined and it was then administered and investigated to 278 employees in different organizations. Exploratory Factor Analysis (EFA) was employed to determine the scale and further reliability of factors.*

Findings: *Five factors of ethics have been identified. These factors are: F1: Organizational Values and Ethical Climate; F2: Commitment, Responsibility, and Team Working Morale; F3: Intellectual Capital and Trusteeship; F4: Ethical Issues, and F5: Obstacles to Ethical Behavior.*

Research Limitations/Implications: *The scale is perceptual to assess and evaluate ethical dimensions, which may or may not be authentic indicator of ethical dimensions existing in the organization.*

Practical Implications: *The scale can be used as an instrument for investigating the effectiveness in KM process, KM ownership, and KM practices.*

Originality/Value: *The scale is a valid and reliable measure of ethical constructs. It is a credible tool to investigate ethical behavior and framework that the employees feel, think, and believe exists within their organization.*

Key Words: *Knowledge Management (KM), Ethics.*

Introduction

Ethics, in simple words, is all about right and wrong. As a field of study, there are two schools of thoughts that have emerged, teleological and deontological. Teleological perspective (Hume, 1750; Smith, 2002) refers to the consequence of an action as indicator of good or bad and deontology perspective (Kant, 1991) refers to the action as an ethical indicator. The other perspective to ethics is individual's behavior as ethical (Aristotle, 2000).

In this era of knowledge based competition, organizations use unique, creative, and innovative techniques

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Emotional Intelligence as Predictor of Leadership Development in Knowledge-based Organizations

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Abstract

Purpose: The purpose of this paper is to reflect new leadership paradigms that frame the development of Knowledge based organization. This paper aims to start with the identification of Emotional Intelligence (EI) competencies mandatory for leadership position in knowledge based organization and the role Emotionally Intelligent leader plays in creating Emotional Intelligent teams.

Design/methodology/approach: The concepts of EI and leadership cannot exist in isolation. An individual in an organization striving to be a good leader should be first perfect and prompt in understanding and managing his own emotions. The leader possessing EI competencies can further inject the similar competencies in his team members. The research paper utilizes and adapts questionnaire framework with 12 questions by Buckingham and Coffman (1999, on employee engagement) to make leader and team members aware of emotions and understand emotions of self and others.

Findings: Knowledge based leader plays significant role towards development of knowledge based organization. Knowledge based leader possess competencies which includes building relationships, sharing information, developing novel ideas and enhance personal as well as group learning awareness. These competencies bear a very similar resemblance to EI competencies.

Originality/Value: The knowledge based leader must possess behavior encompassing EI traits; utilization of these traits fosters creation of knowledge based organization.

Keywords: emotional intelligence, knowledge-based organizations, leadership development

Introduction

Till last few decades knowledge had existence but it did not get acknowledged, as industrialism was the field of those who were in possession of physical resources, wealth and power. In this period value of knowledge was not recognized. But today's perspective is different, as entrepreneurial success is induced by intellectual assets. Knowledge management (KM) is essential component of knowledge-based society. Knowledge based society rely on association of professionals from various departments and sectors in the industry. Association or partnership of professionals relies on quality of human relations. Emotionally intelligent individual and team enhance acquisition and transfer of knowledge. The leader in a knowledge based organization should be well versed with EI traits for being successful. The pillars driving the success of knowledge based leader are building relationships, sharing information, creating new ideas and increasing group learning. These pillars of KM rely completely on EI components.

Proceedings of GLOGIFT 17
December 11-13, 2017
Delhi School of Management, Delhi Technological University, Delhi
pp. 447-460

Exploring the Relationship between Ethics and Knowledge Management: A Conceptual Framework for Successful Organizations

Nishant Gaur[1] and Vikas Gupta[2]

Abstract

This study attempts to identify the ethical concerns inherent in an organization which impacts Knowledge Management (KM). The main objective of the study is to examine the impact of various ethical constructs on KM deliberating on various KM levels, knowledge ownership, KM model and KM practices.Relevant literature has been reviewed by online database search including ProQuest Central, Emerald, SAGE, Business source complete (EBSCO).

The study notes that ethics provides the organization with guiding principles for KM and facilitate effective implementation and execution of KM practices for betterment of employees, organizations and society. The successful organizations are those which create and manage new knowledge where ethics plays a key role. The study suggests a conceptual framework linking ethics and KM.This study offers various dimensions for potential research on numerous constructs of ethics and KM discussed in study. The study also provide platform for future researchers to carry empirical researches and also for developing conceptual model or framework on ethics and KM.

The study suggests a conceptual framework subject to empirical validation. Also, there is a dearth of literature studying the linkage between ethics and KM.The study offers a conceptual approach deliberating the ethical perspective highlighting various ethical constructs impacting KM.

Keywords: Ethics, Knowledge Management, Tacit Knowledge, Explicit Knowledge, Intellectual Capital.

Introduction

In this era, the intellectual capital is the key to success for any organization. The success is conquered by those organizations that create, manage and apply knowledge in their organizational processes, products and services. The competition is severe in this dynamic environment where competitors keep changing their products, services and strategies rapidly. Thus organizations will win when they improve their existing knowledge and create new knowledge. Today, the success of an organization is dependent on its ability to create or acquire new knowledge and application of that knowledge for continuous development of organizational activities.

The organizations use novel, creative and innovative techniques to improve their structure and enhance their performance **(Michael et al., 2009)**. In this endeavor to become successful, these organizations overlook the ethical issues. With globalization, a change in technology, lifestyles and job styles, there is need to address ethical issues as well. Along with technological

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PLAGIARISM VERIFICATION

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PROMINIENT PUBLICATIONS:

- "Analyzing the concatenation between ethics and Knowledge culture in Indian IT sector" in Sage Open, October-December 2023, Vol. 13 Issue , ISSN 2158 -2440.
- "Impact of Ethical Behavior on Knowledge Culture of an Organization" in Empirical Economics Letters, Special Issue 21, November 2022, Page No. 124-149, ISSN 1681 8997.
- "Ethical Framework For IOT in People Analytics: Risks and Opportunities" International Journal of Intelligent Systems and Applications in Engineering, 2022, 10(1s), Page No. 376-387, ISSN: 2147-6799.

RESEARCH AREA/ INTEREST:

- Human Resource Management
- Knowledge Culture
- Management Principles and Organizational Behavior
- Strategic Human Resource Management