

## KNOWLEDGE SHARING IMPACT ON TEAM PERFORMANCE: UNPACKING THE ROLE OF ABSORPTIVE CAPACITY IN IT BASED INDUSTRY IN PAKISTAN

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### ABSTRACT

**Purpose:** The current study used to investigate how Coworker knowledge sharing affects team performance through the mechanism of Absorptive capacity, Coworker knowledge sharing makes it easier to share information, skills, and expertise—all of which are essential for improving team performance. This study investigates how this link is mediated by a team's absorptive capacity, which is characterized as its potential to value new information, digest it, and use it for commercial purposes.

**Design/ methodology/approach:** The convenient sampling method was used to gather data. 183 mid-level workers in Pakistan's IT sector provided data for the study using standardized questionnaires. With SPSS, correlation and regression analysis were used to analyze the data.

**Findings:** According to our research, there is a considerable correlation between high absorptive capacity and the beneficial benefits of coworker knowledge sharing on team performance. Strong absorptive capacities enable teams to take full use of the knowledge that is shared among them, which improves creativity, problem-solving, and general productivity. In order to maximize team performance, this research emphasizes how crucial it is to create an environment that encourages information exchange as well as the growth of absorptive ability.

**Originality/value:** Both theoretical and practical ramifications follow from them. Future research objectives and managerial implications are offered to assist organizational leaders in fostering creativity in the face of complexity and diversity.

**Keywords:** Coworker knowledge sharing, Absorptive Capacity, Team Performance

### INTRODUCTION

Learning entails absorbing information, making connections between concepts, and fusing current and historical knowledge. It also entails being capable of applying knowledge to novel situations and having an autonomous thinking (Drupsteen and Guldenmund, 2014). Knowledge about coworkers Sharing has gained a lot of attention lately since it is crucial for producing new knowledge, encouraging innovation, and enhancing organizational learning. Finding people who are eager to share their knowledge is crucial for efficient knowledge management (Kipkosgei et al., 2020). Experts say that a team performance is one method of handling sudden shifts. Because the workplace and daily duties are changing, there

is a constant need for idea sharing and ongoing learning (Tajpour and Razavi, 2023).

Absorptive Capacity, which describes how companies improve their capacity to take in information from external sources and apply it to innovate and grow. The literature currently in publication suggests that improved cooperation techniques and the ability to take in information as a mediator allow employees to combine their exterior knowledge with the organization's internal knowledge (Mata et al., 2023). The body of research on the connection between team performance and information sharing among coworkers has provided important new understandings into the benefits of knowledge

sharing for a range of team outcomes (Nahapiet and Ghoshal, 1998). As a result, comprehension of absorptive capacity is necessary to comprehend how to use external information. It has only been researched in relation to organizations. The ability to consistently get, process, and apply outside information has developed into an important talent that is critical for employee learning in project-based businesses.

Businesses consider "knowledge" to be among their most significant and potent competitive advantages (Alexy et al., 2013). Researchers also discovered that, despite the well acknowledged advantages of peer knowledge support, task-specific peer knowledge support had a stronger effect on team performance than does general peer involvement (Kim and Yun, 2015). Knowledge about coworkers Sharing has gained a lot of attention lately since it is crucial for creating new knowledge, encouraging innovation, and enhancing organizational learning. Finding people who are eager to share their knowledge is crucial for efficient knowledge management (Kipkosgei et al., 2020). Many of the variables that influence team effectiveness have been thoroughly examined by academic researchers (Hoegl and Gemuenden, 2001). Businesses today realize that effective teams may assist them in achieving their goals and satisfying the demands of a dynamic work environment (Schlechter and Strauss, 2008). Team performance, which is the outcome of the team's collaboration in terms of viability and productivity, is crucial to the success of any project (Lindsjörn et al., 2016). Experts say that a team performance is one method of handling sudden shifts. Because the workplace and daily duties are changing, there is a constant need for idea sharing and ongoing learning (Tajpour and Razavi, 2023).

### Literature Review:

#### Coworker knowledge sharing and team performance:

Prior study on project management in general covered accomplishing the project's specific objectives by utilizing some reliable methods and tools (Turner, 2010). Research has been done in the past to fully understand the importance of knowledge management in an organizational setting that positively influences team performance and attitudes inside a business

(Om otayo, 2015). When it comes to assessing an employee's impact on the team, the knowledge mechanism, when combined with team performance, is the most underutilized tool in businesses that teach a large number of contacts at different levels.

The effectiveness of employees' colleagues in sharing knowledge is rarely discussed, despite the abundance of earlier research on the adoption and enhancement of knowledge-sharing procedures in projects and organizations. The organization itself among teams is the fundamental aspect of information sharing and knowledge distribution in a company, despite the fact that there are many web and mobile applications that can help with learning and sharing knowledge with others because they offered the good performance (Bartol and Srivastava, 2002). The exchange of ideas, information, and knowledge via a range of platforms, including books, newspapers, magazines, the internet, and other sources, as well as through conversation and engagement. The term "coworker" describes the exchange of knowledge amongst groups of people who have similar interests.

Studies have revealed that the group's efforts have produced favorable outcomes by enhancing decision-making procedures, fostering agreement and backing for initiatives, and establishing an atmosphere (Amason et al., 1995). This creates a collaborative atmosphere focused on common goals, and it is generally acknowledged that communication—when understood as the exchange of knowledge—is a key element of team effectiveness (Griffin and Hauser, 1992).

A project may not succeed if teams are unable to interact with one another effectively, claim Pinto and Winch (2016). It is well known that within an organization, the speed at which information can be shared amongst team members has an impact on the productivity and effectiveness of the team. When it comes to teamwork and knowledge exchange among coworkers, because knowledge is an organization's most valuable resource and will significantly contribute to both individual and organizational success in terms of team performance, team participation is essential in this regard to increasing team performance (Somech, 2006).

**H1: Coworker knowledge sharing has significant impact on team performance.**

**Coworker knowledge sharing and absorptive capacity:**

Everyone benefits from knowledge sharing when it comes to improving team collaboration, interpersonal skills, and pro-social behavior (Collins and Smith, 2006). Knowledge is transferred from one form to another through the cyclical process of knowledge sharing (KS) (Shujahat et al., 2019). Coworker knowledge, or CKS, is crucial since it offers a wealth of task-specific information, creativity, and job expertise along with problem-solving abilities. New ideas are produced when coworkers interact with subordinates. Novel ideas founded on superior understanding (Amabile and Pratt, 2016). Because coworkers' performance usually allows people to think freely, coworker knowledge sharing usually results in an accommodating work atmosphere. Coworker knowledge sharing eliminates workers' failure and helps to foster a positive work environment for each employee.-associated anxiety.

It eliminates workers' concern associated to failure among coworkers and respective employees. The ability to absorb information is necessary for attempts to be carried out effectively (Fosfuri and Tribó, 2008). The ability of a business to absorb information is essential to its progress efforts Leal-Rodríguez et al. (2014). According to observations, Rangus et al. (2017) showed a relationship between an association's capacity for absorption and its capacity for open development in order to get the best team execution.

The relationship between the capacity to absorb information and the growth of a job as well as economic performance has been demonstrated by numerous prior researches. The degree to which a project achieves and meets its spending goals, plan objectives, operational and specialized decisions, and, ultimately, the customer's business needs, is referred to as project execution. Additionally, the task manager's ability to take in information can be utilized to communicate across many levels of the hierarchy, which can be beneficial in motivating people to engage in development activities (Tsai, 2001).

**H2:**

**Coworker knowledge sharing has significant positive impact on absorptive capacity  
Absorptive capacity and team performance:**

Additionally, the viability of advancement activities may be impacted by a company's absorptive capability (Cockburn and Henderson, 1998). A task manager's ability to absorb information can improve a team's or companies creative execution by serving as a conduit for knowledge exchange for cross-hierarchical development initiatives (Kostopoulos et al., 2011). Knowledge absorptive capacity and its applications to several academic fields, including association hypothesis and key management (Lewin et al., 2011). In order to boost performance, record those businesses who believe it is appropriate to categorize and distribute knowledge skills in an efficient manner (Cepeda-Carrion et al., 2012). Additionally, absorbent capacity is crucial for coordinating diverse forms of learning from diverse sources by helping organizations identify and use useful knowledge in an efficient manner.

They claimed that the capacity for absorption influences growth and task performance indirectly through advancement (Fosfuri and Tribó, 2008). Research on effective team management has demonstrated the significance of team leaders' actions as a whole of the components necessary for optimal team performance (Lee et al., 2014). Many studies have shown a link between absorptive capacities and improved team performance, and mindful consideration of absorptive capacity has been suggested as a key tactic for enhancing team effectiveness and increasing (Schippers et al., 2007).

Determining the effectiveness of a team's efforts might be aided by examining their outcomes. The effectiveness of a team can be assessed by looking at how well it completes tasks, generates high-quality products, runs its business, and collaborates. Increasing absorbent capacity starts with members' requests and reciprocal responses; the next stage is introspection and self-explanation (Chen et al., 2018). Participants are urged to explain the results of their performance throughout the phase by referencing both their own experiences and the group's overall successes and failures. It has been proposed that absorptive capacity—the deliberate assessment of

performance—is a crucial component of teams that display high-performance traits. Contradictory results have been reported in recent studies examining the relationship between team performance metrics and absorptive capacity. Causing the researchers to conclude that, although only in specific situations, absorptive capacity may improve performance (Schippers et al., 2013). Because absorptive capacity is linked to the development of innovative and effective working methods for teams operating in challenging environments (i.e., those with a high workload), it has been demonstrated that absorptive capacity influences team performance (De Dreu et al., 2011).

**H3: Absorptive capacity has significant positive impact on team performance. Absorptive capacity mediate the relationship between coworker knowledge sharing and team performance**

The absorption capacity has been investigated from both the process and the capability perspectives, in accordance with the context of the problem the study is attempting to answer. Knowledge communities should make use of absorptive capacity, which is defined as the ability to perceive new knowledge, absorb it, and apply it to the team's objectives, in order to improve the interchange of implicit and explicit knowledge, which is a critical component of team performance (Rahim et al., 2021). Knowledge absorptive capacity (AC) is required for recognizing, assimilating, integrating, and applying significant external knowledge that improves team performance and other organization outputs (Martínez-Sánchez et al., 2020).

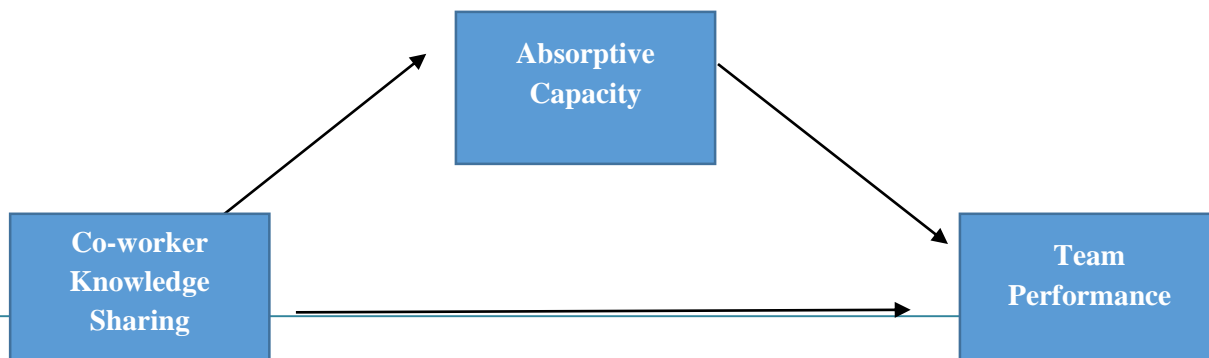
Team performance and knowledge sharing among coworkers. Numerous studies have addressed

crucial themes in the literature. It takes further consideration to fully grasp the dynamics and implications of these two significant and connected topics. The absorption capacity of a company has a significant impact on teamwork and knowledge exchange (Ye, sil et al., 2013). A business must adopt a fresh viewpoint on its existing information when it operates in a different field than its knowledge base. A firm can also benefit from information sharing since it can combine its vast information across several channels, which is excellent for team performance (Zahra and George, 2002).

A study found that this skill has a beneficial impact on the results of creative activities, which improves team performance (Cockburn and Henderson, 1998). It is believed that knowledge is the most important source of real advantages and the secret to improving team performance. To effectively achieve the organization's objective of team performance This is also known as the creation, augmentation, adoption, and use of innovative concepts, procedures, and tactics (Al-Husseini and Elbeltagi, 2018). Capacity to absorb It is critical for businesses to be able to take in outside knowledge and apply it in a variety of ways. With absorptive capability, organizations may incorporate the knowledge they want more successfully. According to a recent study, absorptive capacity aids businesses in coming up with fresh concepts and changing their perspective in light of challenging situations, which has a big impact on team performance (Wang and Wang, 2022).

**H4: Absorptive capacity mediates the relationship between coworker knowledge sharing and team performance.**

**Research Model:**



### Methods and Procedure

A investigation methodology centered on surveys was employed to examine the proposed model. The study focused on IT-based companies, and mid-level managers and staff members were informed about its nature and objectives. In a comparable situation in the past, quantitative data analysis has been conducted using the convenient sampling approach. A total of 250 questionnaires were initially distributed, and 184 of those responses were useful, yielding an effective response rate of 73%.

### Measures:

The measurements used in this study were derived from previous research; the details of each scale are given below.

### Coworker Knowledge Sharing:

Coworker Knowledge sharing will be measured using a seven-item scale derived from earlier research (Kim and Yun, 2015). A 5-point Likert scale, with 1 denoting strongly disagree and 5 denoting strongly agree, will be used to collect the replies. The sample items are “Co-workers in our team shares their special knowledge and expertise with one another”

### Absorptive Capacity:

The questionnaire has been tailored to fit the Absorptive Capacity construct, which was introduced by Zahra and George (2002). There are ten items total. Again, responses to this survey will be gathered on a 5-point Likert scale, with 1 denoting strong disagreement and 5 denoting strong agreement. This makes it possible for us to efficiently use knowledge and information from both internal and external sources for real-world applications. The sample items are “We are successful in learning new things within this group”.

### Team Performance:

A fifteen-item scale will be used to evaluate the idea of a team performance. These fifteen items are taken from a research paper written by (Lindsjörn et al., 2016) and a previous study. Once more, responses will be gathered for this study on a 5-point Likert scale, with 1 denoting

strong disagreement and 5 denoting strong agreement. The sample items are “The team is satisfied with the teamwork result”.

### Results:

#### Demographics and descriptive statistics:

The correlation and mean slandered deviation for each variable are shown in Table 1. Every correlation coefficient ranged from .7 to .9. Additionally, the reliability levels are shown diagonally, suggesting that the data was valid and appropriate for additional examination.

68 % of the study's participants were men and 32 % were women, per the demographics analysis.

53.8% of the workforce was between the ages of 20 and 30, 37.7% was between the ages of 30 and 40, and 9.2% was between the ages of 41 and 50. Workers with less than a year's experience made up 23.4% of the workforce, followed by those with two to five years' experience (44%), those with five to ten years' experience (28.3%), and those with ten years or more of experience (4.3%). 1.6% of workers in that category held an intermediate degree, 45.7% had a bachelor's degree, 42.9% had a master's degree, 8.2% had an MS or MPHIL degree, and 1.6% held another degree.

#### Statistical Path Analysis:

Coworker sharing knowledge among coworkers significantly and favorably affects team performance (H1). Table 2 displays the outcome of the direct mediation study (Preacher and Hayes 2005). H1 and H2 were tested using Model 4. According to the direct effect finding, coworker knowledge sharing significantly and favorably influences team performance ( $b=0.46$ ,  $P<0.01$ , supporting H1).

Sharing knowledge among coworkers significantly and favorably affects absorptive capacity (H2). Table 2 displays the outcome of the direct meditation (Preacher and Hayes 2005). Model 4 was utilized for H2 and H3 testing. The results of the direct effect indicate that coworker knowledge sharing is positively and significantly impacted by absorptive capacity ( $b=0.92$ ,  $P<0.01$ , supporting H2).

Absorptive capacity is positively and significantly impacted by team performance (H3). Table 2 displays the outcome of the direct meditation (Preacher and Hayes 2005). H3 and H4 were tested using Model 4. Absorptive Capacity has a favorable and significant impact on team performance, as demonstrated by the direct effect finding ( $b=0.57$ ,  $P<0.01$ , conforming H3).

The association between teamwork and knowledge sharing among coworkers is mediated by absorptive capacity. H4 was tested using Model 4. Conversely, the absorptive capacity in this connection has a  $\beta$  value of .52, accompanied by a 0.00 p-value. The positive score suggests that there is a relationship between team success and coworker information sharing that is mediated by absorptive capacity. In this case, the p-value is

0.00, suggesting a strong positive correlation between the variables and leading us to accept the hypothesis.

Table No: 1

| Variable                   | Mean | SD  | 1     | 2     | 3   |
|----------------------------|------|-----|-------|-------|-----|
| Coworker knowledge sharing | 4.3  | .62 | .86   |       |     |
| Team performance           | 4.2  | .75 | .83*  | .93   |     |
| Absorptive capacity        | 4.2  | .81 | .70** | .89** | .91 |

Table 2: Direct and Indirect Effect

| Direct Effect  | B    | S. E | P    | LLCI | ULCI |
|--|------|------|------|------|------|
| Coworker KS → Team performance                       | 0.46 | 0.04 | 0.00 | 0.38 | 0.55 |
| Coworker KS → Absorptive Capacity                    | 0.92 | 0.06 | 0.00 | 0.78 | 1.0  |
| Absorptive Capacity → Team performance               | 0.57 | 0.03 | .000 | 0.50 | 0.63 |
| Indirect Effect                                      | B    | S.E  |      | LLCI | ULCI |
| Coworker KS → Absorptive Capacity → Team performance | 0.52 | 0.09 |      | .37  | .74  |

**Discussions:**

The study's conclusions indicate that coworker knowledge sharing significantly affects TP. In order to predict Team Performance (TP), the variable mediating Absorptive Capacity (AC) and its mediating function with the independent variable Co-worker Knowledge Sharing (CWKS) were constructed.

The current study's h1 hypothesis was that there is a considerable impact of coworker information sharing on team performance. The study's first premise is predicated on an analysis of the information received from respondents who are employed by funded project-based IT firms. According to Kremer et al. (2019), firms can efficiently encourage the creativity of their employees by following certain information-

exchange protocols. In certain situations, the absence of information sharing may also be referred to as desconexion as opposed to accumulation. The breakdown of the information exchange can be attributed to poor communication and insufficient information protection: the individual does not make a stronger effort to hold onto their knowledge and abilities (Ford and Staples, 2010). The study's second hypothesis established that there is a noteworthy influence of coworker information exchange on absorptive capacity.

The third hypothesis, which was formulated in light of previous studies and literature, states that the team's performance is greatly enhanced by the member's potential for absorptive knowledge. The results of this investigation align with past studies

that demonstrated a comparable effect of absorption capacity on team performance. It was agreed upon assumption. Analysis of the current study's findings show that there is a noteworthy association Hayes and Rockwood (2017) state that there may be mediation between the independent variables even in the absence of significant direct interaction between them. and dependent variables have a considerable direct effect on these variables.

### Practical and Theoretical Implications

Current research has substantially helped project management, including coworker knowledge sharing and team performance. There is a lack of hard data about the relationship between knowledge sharing among colleagues and team effectiveness. The results of the current study have verified that team performance and knowledge sharing among coworkers are positively correlated. The function of absorptive capacity in mediating the association between team performance and coworker knowledge was also taken into account. This demonstrated that this link is entirely mediated by the absorptive capacity. The present study's findings also suggest that the degree of knowledge exchange among colleagues and their absorptive capacity.

This investigation has had a major effect on the project management procedure. The topic of knowledge exchange amongst colleagues has been the subject of substantial discussion by several eminent researchers. However, as no research had previously been conducted on the impact of coworker information sharing on team performance via the application of absorption capacity in Pakistan, this study adds significantly to the body of literature.

The study has brought to light several crucial aspects of the ability to absorb earlier research and its function as a mediating factor between the performance of the team and the sharing of knowledge among coworkers. When it comes to working together on a project and exchanging expertise, the ability to absorb information is crucial. An organization should establish an environment that can be absorbed in order to enhance staff learning and the project's effectiveness.

Employers need to set up training sessions where staff members may communicate, share, and think

critically about their ideas, opinions, and abilities. In order to foster goodwill among the staff and increase process efficiency—since information sharing among coworkers is useless if it isn't shared—official meetings, workshops, and discussion sessions should be scheduled. The field of project management involves significant collaboration.

The significance of sharing information among coworkers on projects and how it may be used in different organizations based on projects has been emphasized.

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### Limitations of Research:

Although every attempt is made to go around any obstacles, some are nonetheless present in the course of this investigation. Because it is not feasible to address every obstacle in a single study, every study has certain limitations. There are recordings of a few of the breaks. Furthermore, there are certain restrictions and caveats with this study. One of the primary constraints of this research is time and resources. I gathered the information from Pakistan, specifically from workers in project-based organizations in Islamabad and Rawalpindi. If the information is gathered from several Pakistani places, the outcomes ought to be better.

The employment of practical sampling techniques, which gather data from a huge population in an arbitrary manner, is another restriction. The employee's busy schedule caused him to become sidetracked when answering the survey. They are far more difficult to get to reply to. Because of the culture that emerged after the high power, the

results did not live up to the expectations and the research that was previously available, and as a result, they might not be applicable to individuals who are not from Pakistan. The outcomes cannot be mapped by other countries worldwide.

### Future Direction of Research

The purpose of this study is to ascertain the relationship between coworker knowledge sharing and team performance. Project complexity serves as a moderator factor, protecting the relationship, while absorptive capacity acts as a variable mediator.

To learn how the dynamics of information exchange among coworkers, absorptive ability, and project complexity differ within sectors, do industry-specific research. In this sense, various industries could present different opportunities and obstacles.

Future researchers can investigate the relationship between coworker knowledge sharing and team performance by examining a variety of variables. Since I only used one mediator, future researchers can employ the two mediators—Potential Absorptive Capacity and Realized Absorptive Capacity—instead of only one. The longitudinal study is used by upcoming researchers. The purpose of this study is to ascertain the relationship between coworker knowledge sharing and team performance. Project complexity serves as a moderator factor, protecting the relationship, while absorptive capacity acts as a variable mediator.

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