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**EXAMINING INDIVIDUAL, JOB AND PERCEIVED
ORGANIZATIONAL CLIMATE FACTORS IN RELATION TO
THE KNOWLEDGE SHARING BEHAVIOR**

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**EXAMINING INDIVIDUAL, JOB AND PERCEIVED
ORGANIZATIONAL CLIMATE FACTORS IN RELATION TO THE
KNOWLEDGE SHARING BEHAVIOR**

By

MOHAMED ABBASI BALOZI



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ABSTRACT

This study examined the direct relationship between individual capabilities, career advancement, personal values, job characteristics, perceived organizational climate and knowledge- sharing behavior. The study also investigated the moderating effect of subjective norms on the relationship between individual capabilities, career advancement, personal values, job characteristics, perceived organizational climate and knowledge- sharing behavior. A total of 650 questionnaires were personally distributed to respondents from five Tanzanian public hospitals (Muhimbili National Hospital, Ligula Referral Hospital, Mnazi Mmoja Hospital, Sekou Toure Reginal Hospital Mwanza and Mbeya Referral Hospital) after permission was granted by the hospital management. Out of the 650 questionnaires distributed, 476 questionnaires were returned, representing a response rate of 73%. However, only 439 questionnaires were usable for final analysis. The hypotheses for direct and moderating effects were tested using Smart PLS. The findings of the PLS path model indicated that individual capabilities, career advancement, personal values, and perceived organizational climate are significantly and positively related to knowledge- sharing behavior. Regarding the subjective norms as a moderator in the relationship between exogenous latent variables and the endogenous latent variable, subjective norms were found to moderate the relationship between individual capabilities, job characteristics, perceived organizational climate and knowledge- sharing behavior. The research results reported in this study suggest the need to enhance individual capabilities, career advancement, personal values, and perceived organizational climate as a way of encouraging knowledge- sharing behavior among the healthcare professionals. Apart from that, the hospital management also needs to consider the role of subjective norms when planning to enhance healthcare professionals' knowledge- sharing behavior, especially when involving individual capabilities, job characteristics and perceived organizational climate.

Keywords: Knowledge- sharing behavior, individual capabilities, job characteristics, perceived organizational climate, subjective norms

ABSTRAK

Kajian ini mengkaji hubungan langsung antara keupayaan individu, peningkatan kerjaya, nilai individu, ciri-ciri pekerjaan, persepsi iklim organisasi dan gelagat perkongsian pengetahuan. Kajian ini juga mengkaji kesan penyederhana norma subjektif ke atas hubungan antara keupayaan individu, peningkatan kerjaya, nilai individu, ciri-ciri pekerjaan, persepsi iklim organisasi dengan gelagat perkongsian pengetahuan. Sebanyak 650 borang soal selidik telah diedarkan secara peribadi kepada responden di lima buah hospital awam di Tanzania (Muhimbili National Hospital, Ligula Referral Hospital, Mnazi Mmoja Hospital, Sekou Toure Regional Hospital Mwanza and Mbeya Referral Hospital). Namun, daripada jumlah tersebut, hanya sebanyak 476 soal selidik telah diterima semula dengan kadar maklum balas adalah sebanyak 73 peratus. Walau bagaimanapun, sebanyak 439 soal selidik boleh digunakan bagi analisis selanjutnya. Hipotesis ke atas kesan langsung dan kesan penyederhana diuji dengan menggunakan analisis Smart PLS. Dapatan kajian bagi hubungan langsung menunjukkan bahawa keupayaan individu, peningkatan kerjaya, nilai individu, dan persepsi iklim organisasi mempunyai hubungan yang signifikan dan positif dengan gelagat perkongsian pengetahuan. Sementara itu, dapatan bagi ujian penyederhana menunjukkan bahawa norma subjektif memainkan peranan sebagai penyederhana dalam hubungan keupayaan individu, ciri-ciri pekerjaan, persepsi iklim organisasi dan gelagat perkongsian pengetahuan. Dapatan kajian yang diperolehi daripada kajian ini mencadangkan tentang perlunya bagi meningkatkan keupayaan individu, kerjaya, nilai individu dan persepsi iklim organisasi dalam usaha untuk menggalakkan gelagat perkongsian pengetahuan dalam kalangan pengamal perubatan. Selain itu, pengurusan hospital juga perlu mengambil kira peranan norma subjektif ketika membuat perancangan untuk meningkatkan gelagat perkongsian pengetahuan terutamanya yang melibatkan keupayaan individu, ciri-ciri pekerjaan dan persepsi iklim organisasi.

Kata kunci: Gelagat Perkongsian Pengetahuan; Keupayaan Individu; Ciri-ciri Pekerjaan; Persepsi Iklim Organisasi; Norma Subjektif

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TABLE OF CONTENT

PERMISSION TO USE	i
ABSTRACT	ii
ABSTRAK	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENT	vi
LIST OF TABLES	x
LIST OF FIGURES	xii
CHAPTER 1 INTRODUCTION	1
1.1 Background of Study	1
1.2 Problem Statement	8
1.3 Research Questions	19
1.4 Research Objectives	19
1.5 Significance of Study	20
1.6 Scope of Study	22
1.7 Definition of Key Terms	23
1.8 Organization of Chapters in Thesis	24
CHAPTER 2 LITERATURE REVIEW	26
2.1 Introduction	26
2.2 Knowledge, Knowledge Management and Knowledge Sharing Behavior	26
2.2.1 Knowledge	26
2.2.2 Knowledge Management	31
2.2.3 Knowledge Sharing Behavior	34
2.3 Individual Capabilities	49
2.3.1 Past Studies on Individual Capabilities and Knowledge Sharing Behavior	50
2.4 Career Advancement	52
2.4.1 Past Studies on Career Advancement and Knowledge Sharing Behavior	53
2.5 Personal Values	54
2.5.1 Past Studies on Personal Values and Knowledge Sharing Behavior	55
2.6 Job Characteristics	56

2.6.1	Past Studies on Job Characteristics and Knowledge Sharing Behavior	57
2.7	Perceived Organizational Climate	59
2.8	Subjective Norms	61
2.8.1	Past Studies on Subjective Norms and Knowledge Sharing Behavior	62
2.8.2	Subjective Norms as Potential Moderator	64
2.9	Gaps in the Literature	66
2.10	Underlying Theories	68
2.10.1	Social Impact Theory (SIT)	69
2.10.2	Social Exchange Theory (SET)	71
2.11	Research Framework	73
2.12	Development of Hypothesis	77
2.12.1	Individual Capabilities and Knowledge Sharing Behavior	77
2.12.2	Career Advancement and Knowledge Sharing Behavior	80
2.12.3	Personal Values and Knowledge Sharing Behavior	81
2.12.4	Job Characteristics and Knowledge Sharing Behavior	82
2.12.5	Perceived Organizational Climate and Knowledge Sharing Behavior	83
2.12.5	Subjective Norms as Moderator	84
2.13	Conclusions	86
CHAPTER 3 METHOD		87
3.1	Introduction	87
3.2	Research Design	87
3.3	Population and Sampling Design	88
3.3.1	Population	88
3.3.2	Sampling Size	90
3.3.3	Sampling Technique	92
3.4	Operational Definitions and Measurements	94
3.4.1	Knowledge Sharing Behavior Measures	94
3.4.2	Individual Capabilities Measures	101
3.4.3	Career Advancement Measures	102
3.4.4	Personal Values Measures	104
3.4.5	Job Characteristics Measures	106

3.4.6	Perceived Organizational Climate Measures	107
3.4.7	Subjective Norms Measures	109
3.5	Layout of the Questionnaire	111
3.6	Pilot Test	112
3.7	Data Collection Procedure	115
3.8	Technique of Data Analysis	116
3.9	Conclusions	119
CHAPTER 4 FINDINGS		120
4.1	Introduction	120
4.2	Response Rate	120
4.3	Demographic Characteristics of the Participants	121
4.4	Data Screening	123
4.4.1	Missing Value Analysis	124
4.4.2	Assessment of Outliers	125
4.5	Non-response Bias	126
4.6	Descriptive Analysis of the Latent Constructs	129
4.7	Assessment of PLS-SEM Path Model Findings	130
4.8	Assessment of Reflective Measurement Model	131
4.8.1	Individual Item Reliability	133
4.8.2	Internal Consistency Reliability	133
4.8.3	Convergent Validity	137
4.8.4	Discriminant Validity	138
4.9	Assessment of Significance of the Structural Model	141
4.9.1	Assessment of Variation Explicated in the Endogenous Latent Variable	146
4.9.2	Assessment of Effect Size (f^2)	147
4.9.3	Assessment of Predictive Relevance	148
4.9.4	Testing Moderating Effect	150
4.9.5	Ascertaining the Strength of the Moderating Effects	156
4.10	Summary of Findings	157
4.11	Conclusions	158
CHAPTER 5 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS		160

5.1	Introduction	160
5.2	Summary of the Research Findings	160
5.3	Individual Capabilities, Career Advancement, Personal Values, Job Characteristics, Perceived Organizational Climate, and Knowledge Sharing Behavior	161
5.3.1	Relationship between Individual Capabilities and Knowledge Sharing Behavior	161
5.3.2	Relationship between Career Advancement and Knowledge Sharing Behavior	163
5.3.3	Relationship between Personal Values and Knowledge Sharing	164
5.3.4	Relationship between Job Characteristics and Knowledge Sharing Behavior	165
5.3.5	Relationship between Perceived Organizational Climate and Knowledge Sharing Behavior	166
5.4	Subjective Norms as Moderator	167
5.5	Research Implication	170
5.5.1	Theoretical Implications	170
5.5.2	Implications for Practice	172
5.6	Limitations and Direction for Future Research	174
5.7	Conclusions	176
	REFERENCES	178
	APPENDIX A – QUESTIONNAIRE	226
	APPENDIX B – SMART PLS OUTPUT (MEASUREMENT MODEL)	238
	APPENDIX C – PLS-SEM STRUCTURAL MODELS	244

LIST OF TABLES

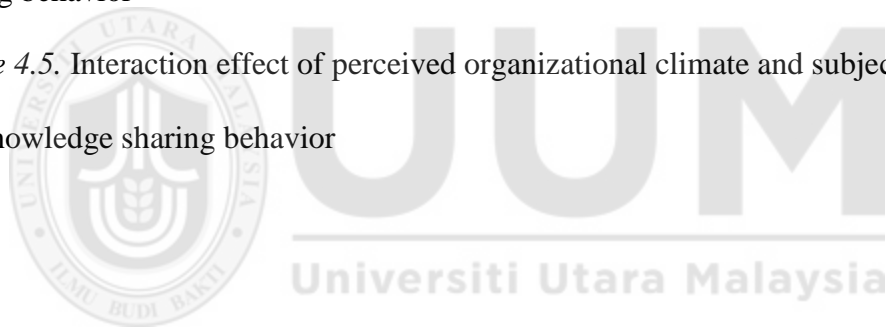
Table 3.1 <i>Distribution of healthcare professionals in five hospitals</i>	90
Table 3.2 <i>Distribution of respondents for each hospital</i>	93
Table 3.3 <i>Original and adapted versions of knowledge sharing behavior items</i>	96
Table 3.4 <i>Knowledge sharing behavior items</i>	99
Table 3.5 <i>Individual capability items</i>	102
Table 3.6 <i>Original and adapted versions of career advancement items</i>	103
Table 3.7 <i>Career advancement items</i>	103
Table 3.8 <i>Original and adapted versions of personal values items</i>	104
Table 3.9 <i>Personal values items</i>	105
Table 3.10 <i>Job characteristics items</i>	106
Table 3.11 <i>Original and adapted versions of perceived organizational climate items</i>	107
Table 3.12 <i>Perceived organizational climate items</i>	109
Table 3.13 <i>Subjective Norms</i>	111
Table 3.14 <i>Reliability and validity of constructs (n=42)</i>	113
Table 3.15 <i>Discriminant validity</i>	115
Table 4.1 <i>Response rate of the questionnaires</i>	121
Table 4.2 <i>Demographic characteristics of the respondents (n=439)</i>	122
Table 4.3 <i>Missing value analysis</i>	125
Table 4.4 <i>Results of independent-samples t-test for non-response bias</i>	127
Table 4.5 <i>Descriptive statistics for latent variables</i>	129
Table 4.6 <i>Items loadings, composite reliability and average variance extracted</i>	134

Table 4.7 <i>Fornell- Larcker criteria analysis for checking discriminant validity of first order constructs</i>	139
Table 4.8 <i>Cross loadings</i>	140
Table 4.9 <i>Hypothesis testing (Direct and moderating effect, including before and moderating effect)</i>	145
Table 4.10 <i>Variance explicate in the endogenous latent variable</i>	146
Table 4.11 <i>Effect sizes of the latent variables</i>	148
Table 4.12 <i>Construct cross-validated redundancy</i>	149
Table 4.13 <i>Effect size of moderator</i>	157
Table 4.14 <i>Summary of hypotheses</i>	157



LIST OF FIGURES

<i>Figure 2.1.</i> Research Framework	77
<i>Figure 3.1.</i> The priori power analysis output	91
<i>Figure 4.1.</i> Measurement model	132
<i>Figure 4.2.</i> Structural model with moderator	143
<i>Figure 4.3.</i> Interaction effect of individual capabilities and subjective norms on knowledge sharing behavior	152
<i>Figure 4.4.</i> Interaction effect of job characteristics and subjective norms on knowledge sharing behavior	154
<i>Figure 4.5.</i> Interaction effect of perceived organizational climate and subjective norms and knowledge sharing behavior	155



CHAPTER 1

INTRODUCTION

1.1 Background of Study

Knowledge is considered as the most important resources for the organization (Kim & Lee, 2013; Suppiah & Singh Sandhu, 2011; Yi, 2009). It is regarded as part of the key strategy to utilize and build a sustainable competitive advantage in a business environment. As such, knowledge management is becoming more popular despite the field is new in the academic arena. Knowledge management is a very wide research field that can be investigated from different angles such as knowledge identification, formation, organization, storage, sharing, employing and preservation. Among these facets, knowledge sharing behavior is becoming a progressively popular discipline of interest to academics and practitioners, particularly when the human factor of knowledge management is involved (Dougherty, 1999; Yi, 2009). How knowledge can be shared as a collective organizational asset is considered serious and challenging subject matter in knowledge management (Aktharsha & Sengottuvel, 2016). Knowledge sharing behavior connects organizations and subordinates or among individuals by the process of transferring knowledge from an employee to an institutional level, and hence it serves competitive worth for the institutions including healthcare institutions (Lin, 2007).

Knowledge sharing behavior is comparatively a new practice that healthcare institutions are struggling to institutionalize (Kim, Newby-Bennet & Song, 2012). The notion of

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APPENDIX A QUESTIONNAIRE



A STUDY ON KNOWLEDGE SHARING BEHAVIOR

Dear Participant,

Thank you for agreeing to participate in this research.

I would appreciate it if you could answer the questions carefully as the information you provide will influence the accuracy and the success of this research. It will take no longer than 30 minutes to complete the questionnaire. All answers will be treated with strict confidence and will be used for the purpose of the study only.

If you have any questions regarding this research, you may address them to me at the contact details below.

Thank you for your cooperation and the time taken in answering this questionnaire.

Yours sincerely,

Mohamed Abbasi Balozi

PhD Candidate

Othman Yeop Abdullah Graduate School of Business

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SECTION ONE

DIRECTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by circling the number in the range given.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I share documents and reports	1	2	3	4	5
2. I publish papers in institutional journals, magazines, or newsletters.	1	2	3	4	5
3. I share documentation from personal files related to current work.	1	2	3	4	5
4. I contribute ideas and thoughts to hospital online databases	1	2	3	4	5
5. I keep others updated with important organizational information through online discussion boards.	1	2	3	4	5
6. I express ideas and thoughts in organizational meetings	1	2	3	4	5
7. I participate fully in brainstorming sessions	1	2	3	4	5
8. I propose problem-solving suggestions in team meetings	1	2	3	4	5
9. I answer questions of others in team meetings	1	2	3	4	5
10. I ask good questions that can elicit others' thinking and discussion in team meetings	1	2	3	4	5
11. I share success stories that may benefit the company in organizational meetings	1	2	3	4	5
12. I share past personal work-related failures or mistakes in organizational meetings to help others avoid repeating these.	1	2	3	4	5

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
13. I make presentations in organizational meetings	1	2	3	4	5
14. I support less-experienced colleagues with time from personal schedule	1	2	3	4	5
15. I engage in long-term coaching relationships with junior employees	1	2	3	4	5
16. I spend time in personal conversation (e.g., discussion in hallway, over lunch, through telephone) with others to help them with their work-related problems	1	2	3	4	5
17. I keep others updated with important organizational information through personal conversation	1	2	3	4	5
18. I share passion and excitement on some specific subjects with others through personal conversation	1	2	3	4	5
19. I share experiences that may help others avoid risks and trouble through personal conversation	1	2	3	4	5
20. I have online chats with others to help them with their work-related problems	1	2	3	4	5
21. I spend time in e-mail communication with others to help them with their work-related problems	1	2	3	4	5
22. I meet with community members to create innovative solutions for problems that occur in work.	1	2	3	4	5
23. I meet with community members to share own experience and practice on specific topics with common interests	1	2	3	4	5

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
24. I meet with community members to share success and failure stories on specific topics with common interests	1	2	3	4	5
25. I meet with community members to work to encourage excellence in community's practice	1	2	3	4	5
26. I support personal development of new community members	1	2	3	4	5
27. I share related information to members through community e-mail list	1	2	3	4	5
28. I share ideas and thoughts on specific topics through company supported online community-of-practice system.	1	2	3	4	5



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SECTION TWO

DIRECTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by ***circling*** the ***number*** in the range given

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I have the confidence in my ability to provide knowledge that teammates consider useful	1	2	3	4	5
2. I have the experience needed to provide useful knowledge for the construction team	1	2	3	4	5
3. I can provide useful knowledge as well as other teammates	1	2	3	4	5
4. I am proud of the knowledge that I can be able to share with teammates	1	2	3	4	5



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SECTION THREE

DIRECTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by **circling** the **number** in the range given

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. It is important to get a higher salary when I share my knowledge	1	2	3	4	5
2. It is important to get a higher bonus when I share my knowledge	1	2	3	4	5
3. It is important to be promoted when I share my knowledge	1	2	3	4	5
4. It is important to get more job security when I share my knowledge	1	2	3	4	5
5. It is important to get a better work assignment when I share my knowledge	1	2	3	4	5

SECTION FOUR

DIRECTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by **circling** the **number** in the range given

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I enjoy sharing my knowledge with others healthcare professionals	1	2	3	4	5
2. I enjoy helping other healthcare professional members by sharing my knowledge.	1	2	3	4	5
3. It feels good to help other healthcare professional members by sharing my knowledge	1	2	3	4	5
4. Sharing my knowledge with others healthcare professionals gives me pleasure	1	2	3	4	5

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SECTION FIVE

DIRECTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by **circling** the **number** in the range given

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I have freedom to carry out my job the way I want to.	1	2	3	4	5
2. I have opportunity to complete work that I have started	1	2	3	4	5
3. My supervisor frequently discusses matters related to my job performance	1	2	3	4	5
4. My job requires me to use a number of complex, high-level skills	1	2	3	4	5
5. The results of my work have a significant effect on other people's lives and well-being	1	2	3	4	5
6. My job gives me the chance to use my personal initiative or judgment in carrying out the work	1	2	3	4	5
7. I have the authority to make decisions that improve the quality of my work.	1	2	3	4	5
8. My supervisor provides me with constant feedback about how I am doing.	1	2	3	4	5

SECTION SIX

DIRECTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by **circling** the **number** in the range given

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. In this organization, I often been encouraged to propose new ideas	1	2	3	4	5
2. In this organization, I have been praised for my innovation behavior	1	2	3	4	5
3. In this organization, I can challenge other's ideas through positive thinking	1	2	3	4	5
4. In this organization, I was expected to work in a more creative way	1	2	3	4	5
5. In this organization, sufficient budget is provided to support development of an innovative project	1	2	3	4	5
6. In this organization, it is acceptable for staff member like me to fail to achieve the expected outcome while carrying out an innovative learning plan	1	2	3	4	5
7. In this organization, my superior value the contribution I made	1	2	3	4	5
8. In this organization, I can freely exchange ideas	1	2	3	4	5

SECTION SEVEN

DIRECTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by **circling** the **number** in the range given

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. My CEO thinks that I should share my knowledge with other members in the organization.	1	2	3	4	5
2. My boss thinks that I should share my knowledge with other members in the organization.	1	2	3	4	5
3. Generally speaking, I try to follow the CEO's policy and intention.	1	2	3	4	5
4. Generally speaking, I accept and carry out my boss's decision even though it is different from mine.	1	2	3	4	5
5. Generally speaking, I respect and put in practice my colleague's decision.	1	2	3	4	5

PERSONAL INFORMATION

This part contains few demographic information pertaining to yourself. **Please tick (✓) in the box or write your response in the space provided.**

1. My gender:

☐

Male

☐

Female

2. My age:

Please specify: _____ years old.

3. My marital status:

☐

Single

☐

Married

☐

Divorced / Separated / Widowed

4. My highest academic qualification:

☐

Secondary School

☐

Certificate

☐

Diploma

☐

First Degree

☐

Master Degree

☐

Doctoral Degree

5. **My current monthly salary:**

<input type="checkbox"/>	Below USD 2000	<input type="checkbox"/>	USD 2001 – USD 3000
<input type="checkbox"/>	USD 3001 – USD 4000	<input type="checkbox"/>	Above USD 4000

6. **Number of years with present organization:**

<input type="checkbox"/>	Less than a year	<input type="checkbox"/>	1 – 3 years
<input type="checkbox"/>	4 – 7 years	<input type="checkbox"/>	More than 7 years

7. **My current position:** _____8. **Number of years in present position:**

<input type="checkbox"/>	Less than a year	<input type="checkbox"/>	4 - 7 years
<input type="checkbox"/>	1 - 3 years	<input type="checkbox"/>	More than 7 years

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY

APPENDIX B – SMART PLS OUTPUT (MEASUREMENT MODEL)

Composite Reliability

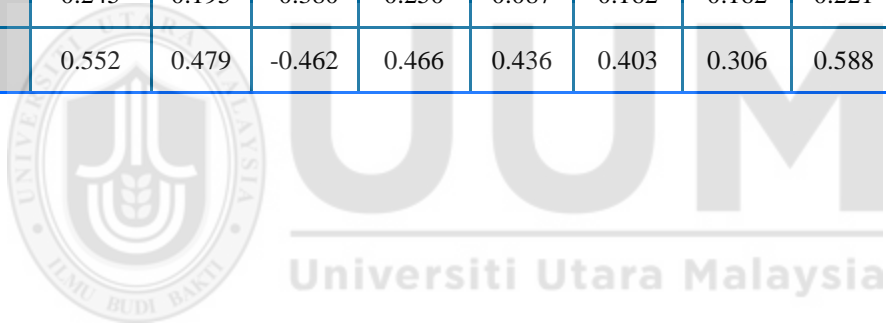
	Composite Reliability
CA	0.851548
ICs	0.883496
JCs	0.816631
KSB	0.899099
KSBC	0.921713
KSBO	0.898986
KSBP	0.831755
KSBW	0.851867
OC	0.863808
PVs	0.906753
SNs	0.866810

Average Variance Extracted (AVE)

	AVE
CA	0.589414
ICs	0.654973
JCs	0.541140
KSB	0.361523
KSBC	0.702180
KSBO	0.640344
KSBP	0.622407
KSBW	0.658613
OC	0.613250
PVs	0.709009
SNs	0.620120

Discriminant Validity Fornell – Lacker Criterium

	CA	ICs	JCs	KSBC	KSBO	KSBP	KSBW	OC	PVs	SNs
CA	1.000									
ICs	0.462	1.000								
JCs	-0.449	-0.861	1.000							
KSBC	0.447	0.344	-0.355	1.000						
KSBO	0.423	0.340	-0.290	0.304	1.000					
KSBP	0.396	0.461	-0.419	0.392	0.329	1.000				
KSBW	0.293	0.187	-0.181	0.486	0.474	0.286	1.000			
OC	0.586	0.371	-0.344	0.435	0.359	0.342	0.299	1.000		
PVs	0.245	0.195	-0.380	0.250	0.087	0.162	0.162	0.221	1.000	
SNs	0.552	0.479	-0.462	0.466	0.436	0.403	0.306	0.588	0.222	1.000



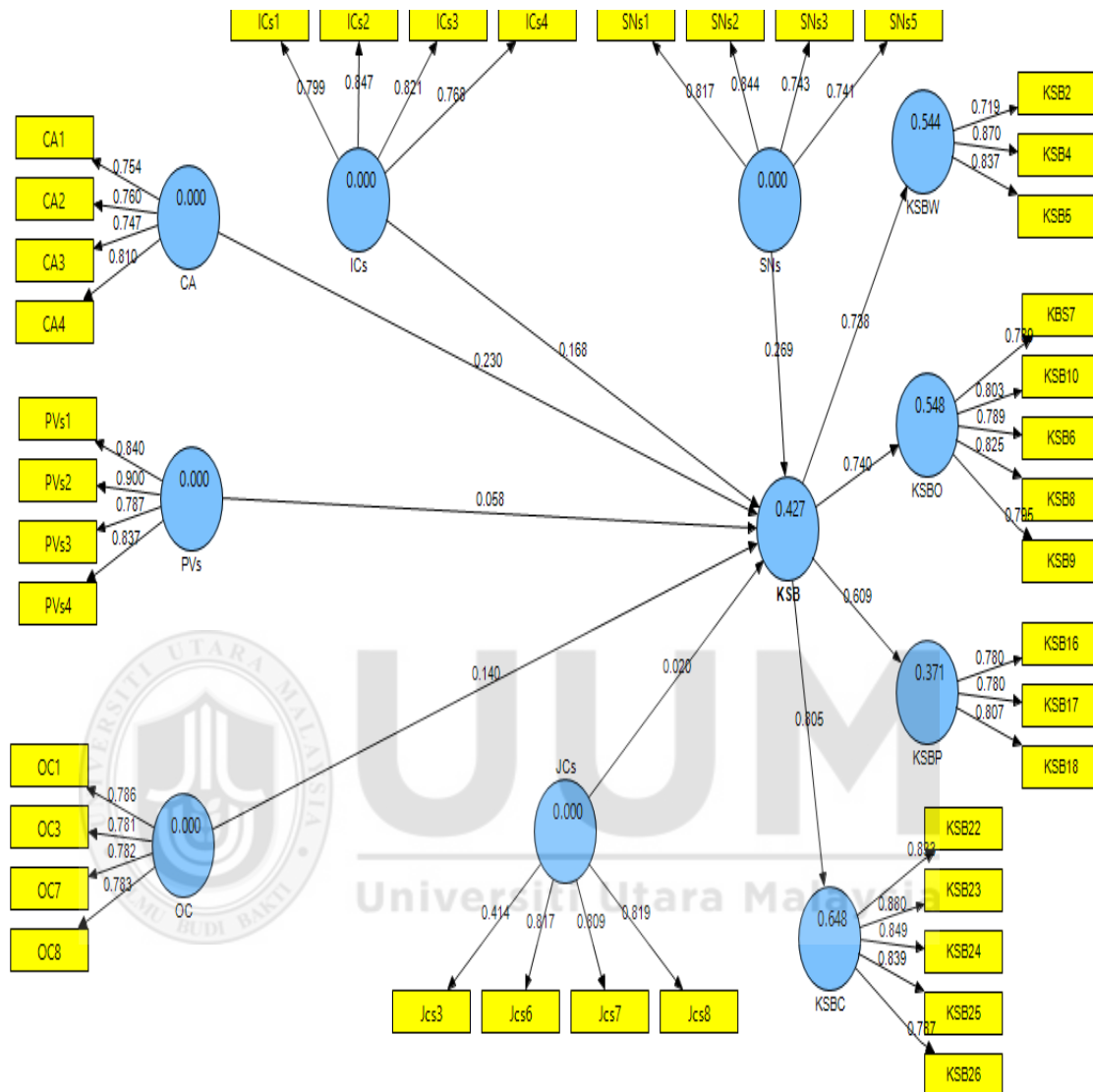
Cross Loadings

	CA	ICs	JCs	KSBC	KSBO	KSBP	KSBW	OC	PVs	SNs
CA1	0.754	0.276	-0.297	0.367	0.326	0.327	0.256	0.448	0.251	0.404
CA2	0.760	0.443	-0.396	0.269	0.377	0.287	0.193	0.429	0.182	0.447
CA3	0.747	0.441	-0.384	0.350	0.314	0.296	0.223	0.472	0.119	0.439
CA4	0.810	0.268	-0.306	0.380	0.285	0.304	0.223	0.448	0.196	0.407
ICs1	0.345	0.799	-0.683	0.262	0.224	0.356	0.121	0.250	0.168	0.410
ICs2	0.410	0.847	-0.762	0.356	0.305	0.408	0.210	0.368	0.174	0.424
ICs3	0.404	0.821	-0.758	0.264	0.241	0.383	0.107	0.306	0.132	0.390
ICs4	0.328	0.768	-0.576	0.214	0.323	0.341	0.149	0.260	0.155	0.322
Jcs3	-0.201	-0.153	0.414	-0.213	-0.052	-0.157	-0.164	-0.159	-0.807	-0.200
Jcs6	-0.373	-0.762	0.817	-0.302	-0.236	-0.335	-0.117	-0.313	-0.169	-0.394
Jcs7	-0.381	-0.759	0.809	-0.276	-0.287	-0.355	-0.142	-0.260	-0.155	-0.379
Jcs8	-0.330	-0.699	0.819	-0.248	-0.219	-0.341	-0.129	-0.257	-0.228	-0.350
KSB16	0.317	0.339	-0.308	0.353	0.212	0.780	0.204	0.231	0.134	0.306
KSB17	0.324	0.381	-0.344	0.276	0.290	0.780	0.210	0.312	0.096	0.351
KSB18	0.297	0.372	-0.338	0.299	0.276	0.807	0.262	0.266	0.152	0.297
KSB22	0.394	0.313	-0.305	0.833	0.244	0.381	0.414	0.379	0.174	0.407
KSB23	0.372	0.235	-0.260	0.880	0.203	0.295	0.417	0.350	0.199	0.389
KSB24	0.412	0.294	-0.323	0.849	0.245	0.296	0.376	0.342	0.269	0.404
KSB25	0.348	0.288	-0.300	0.839	0.269	0.363	0.419	0.363	0.233	0.384
KSB26	0.348	0.312	-0.296	0.787	0.311	0.303	0.410	0.387	0.173	0.369
KSB2	0.177	0.068	-0.087	0.306	0.270	0.185	0.719	0.202	0.078	0.176
KSB4	0.300	0.206	-0.200	0.442	0.450	0.265	0.870	0.266	0.190	0.284
KSB5	0.222	0.161	-0.139	0.421	0.411	0.239	0.837	0.254	0.113	0.270
KSB6	0.338	0.333	-0.287	0.278	0.789	0.287	0.434	0.276	0.082	0.361

APPENDIX B

KBS7	0.356	0.323	-0.288	0.250	0.789	0.363	0.377	0.240	0.100	0.320
KSB8	0.344	0.270	-0.213	0.224	0.825	0.231	0.343	0.330	0.032	0.406
KSB9	0.315	0.192	-0.169	0.243	0.795	0.201	0.376	0.288	0.031	0.326
KSB10	0.338	0.235	-0.191	0.216	0.803	0.223	0.361	0.304	0.102	0.332
OC1	0.541	0.298	-0.296	0.376	0.301	0.265	0.260	0.786	0.144	0.507
OC3	0.409	0.258	-0.217	0.296	0.292	0.256	0.208	0.781	0.226	0.435
OC7	0.417	0.288	-0.292	0.369	0.285	0.274	0.248	0.782	0.236	0.432
OC8	0.461	0.318	-0.265	0.311	0.241	0.274	0.214	0.783	0.080	0.462
PVs1	0.187	0.136	-0.378	0.218	0.036	0.146	0.148	0.159	0.840	0.191
PVs2	0.173	0.159	-0.334	0.255	0.022	0.172	0.143	0.194	0.900	0.202
PVs3	0.163	0.107	-0.252	0.135	0.011	0.054	0.060	0.154	0.787	0.153
PVs4	0.274	0.219	-0.295	0.203	0.175	0.133	0.155	0.217	0.837	0.188
SNs1	0.462	0.357	-0.367	0.374	0.344	0.322	0.294	0.578	0.146	0.817
SNs2	0.508	0.405	-0.388	0.406	0.395	0.305	0.233	0.502	0.176	0.844
SNs3	0.372	0.362	-0.344	0.342	0.228	0.296	0.209	0.394	0.216	0.743
SNs5	0.386	0.384	-0.355	0.344	0.387	0.345	0.223	0.363	0.170	0.741

New Measurement Model



APPENDIX C – PLS-SEM STRUCTURAL MODELS

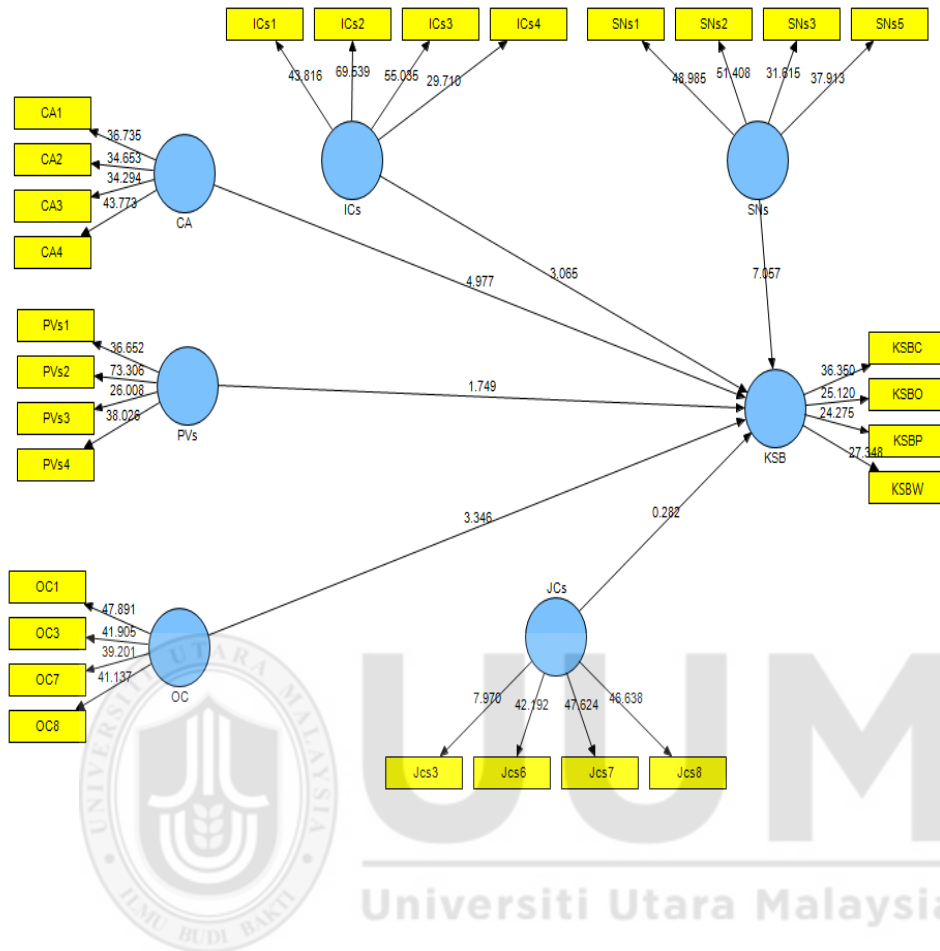
Mean, STDEV, T-values, P-values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)	P Values
CA -> KSB	0.227	0.226	0.046	0.046	4.977	0.000
ICs -> KSB	0.199	0.196	0.065	0.065	3.065	0.001
JCs -> KSB	0.020	0.015	0.070	0.070	0.282	0.389
OC -> KSB	0.134	0.137	0.040	0.040	3.346	0.000
PVs -> KSB	0.055	0.056	0.032	0.032	1.749	0.041
SNs -> KSB	0.262	0.259	0.037	0.037	7.057	0.000

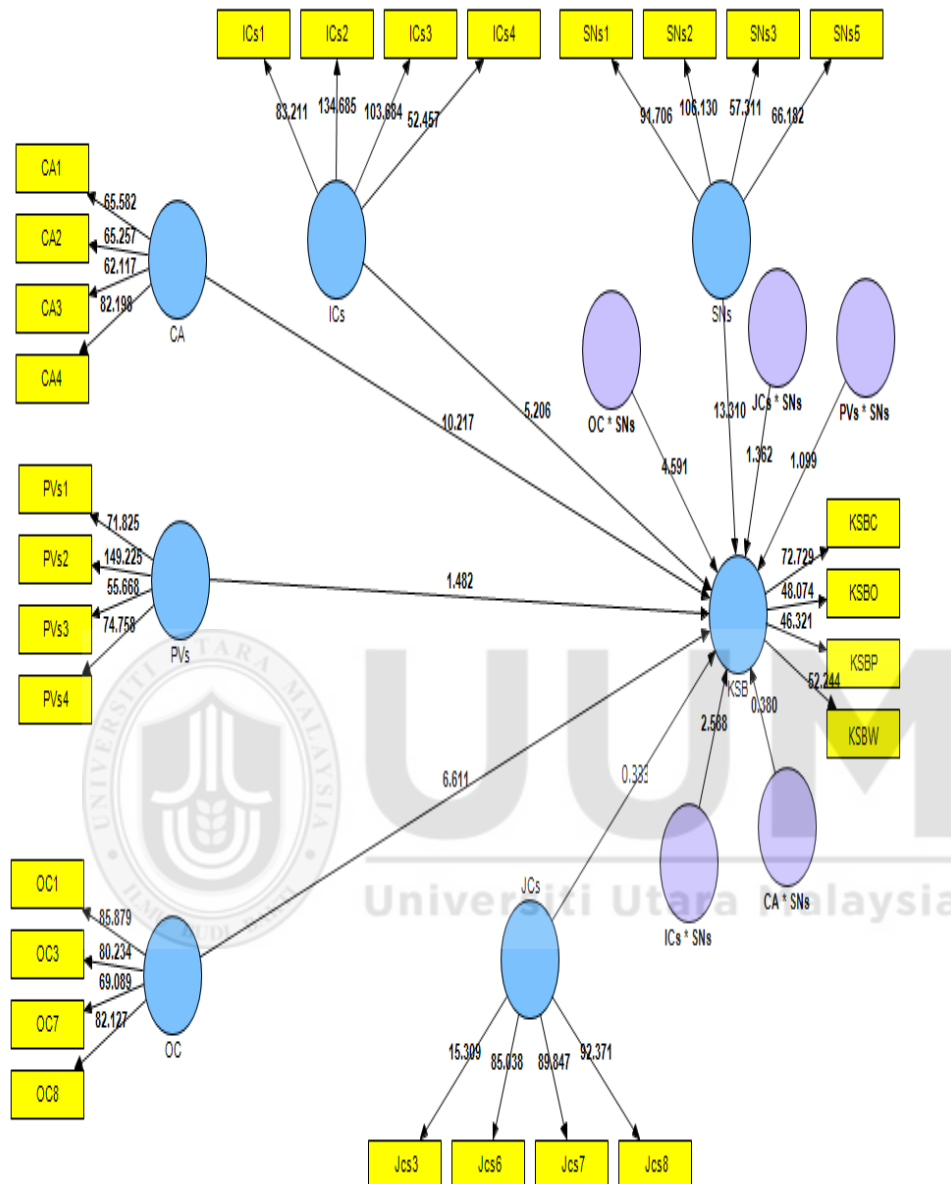
Mean, STDEV, T-values, P-values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)	P Values
CA * SNs -> KSB	-0.011	-0.003	0.029	0.029	0.380	0.352
ICs * SNs -> KSB	0.158	0.126	0.061	0.061	2.588	0.005
JCs * SNs -> KSB	0.105	0.081	0.077	0.077	1.362	0.087
OC * SNs -> KSB	0.097	0.096	0.021	0.021	4.591	0.000
PVs * SNs ->KSB	0.088	-0.007	0.080	0.080	1.099	0.136

Structural Model Direct



Moderation Model



Coefficient of Determination (R²)

AF

	R square
KSB	0.42699

Effect Size (f²)

Constructs	R Squared - included	R Squared - excluded	f-squared	Effect size
ICs	0.437	0.427	0.0178	Small
CA	0.437	0.409	0.0497	Small
PVs	0.437	0.435	0.0036	Very small
JCs	0.437	0.437	0.000	None
OC	0.437	0.428	0.0160	Very small
SNs	0.437	0.401	0.0639	Small

Predictive Relevance (Q²)

Total	SSO	SSE	1-SSE/SSO
KSB	1756.000000	1362.916928	0.223851