

# Impact of motivational factors on knowledge sharing behaviour of managers in Ready Made Garments (RMG) Industry of Bangladesh

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## Keywords

Motivational factors, Knowledge sharing, RMG, Bangladesh

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## Abstract

*The study aimed to examine the impact of motivational factors on the knowledge sharing behaviour of managers in the Ready-Made Garments (RMG) industry of Bangladesh. Everyone has knowledge and can be part of knowledge sharing specially in organizations where employees need knowledge from the seniors or other personnel to perform better. However, barriers in the knowledge sharing process are common while some motivators could be effective to overcome those barriers and motivate individuals to share their knowledge with others in the organisations. This study integrates motivational perspectives into the Theory of Planned Behaviour (TPB) to examine the impact of both intrinsic and extrinsic motivators on managers' knowledge sharing behaviour in selected organisational contexts. The study used a quantitative strategy and a cross-sectional survey method for data collection from 110 respondents comprising general managers, product managers, shift managers, quality managers and line managers from randomly selected top 30 RMG organizations in Dhaka, Bangladesh. The results showed that among the selected motivational factors, enjoyment in helping others was highly associated with knowledge sharing behaviour of managers in RMG organizations. However, expected organizational rewards, reciprocal benefits and knowledge self-efficacy have a moderate level of impact on managers' knowledge sharing behaviour.*

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## 1. Introduction

Sharing of knowledge plays a significant role on employees to work together and facilitates the exchange of information and knowledge to improve both individual and organisational performance (George and Brief, 1996; Green 2004; Van, 2005). Knowledge sharing can be simply defined as the process of sharing knowledge between at least two people or group of people either physically or from remote areas using communication devices and processes such as mobiles, emails, audio-videoconferences etc. (Fernie, Green, Weller & Newcombe, 2003; Cabrera & Cabrera, 2005; Fayard and Metiu 2014). In an organisation, knowledge sharing includes, unifies, transfers and reuses practical knowledge gained from organisational functions while it remains within the organisations for the usage by current and future employees (Chow and Chan 2008; Van den Hooff, Schouten, and Simonovski, 2012). Thus, knowledge sharing is substantial to improve productivity, usage and also retention of intellectual property even after

the departure of employees from organizations (Lin, 2007; Foss, Husted, and Michailova, 2010; Hung, Lien, Yang, Wu and Kuo, 2011).

Knowledge sharing succeeds the knowledge management practices in organisations regardless of the industry nature and geography including the Ready-Made Garments industry of Bangladesh. Lin, (2007) outlined that knowledge sharing is an interacting process that includes the exchange of employee knowledge, skills and experiences throughout the entire organisation in any sector. Thus, it supports organisations to improve employees' knowledge, attitude and confidence on different complicated issues, which are challenging but very important to manage. Making the organisational positions sustainable and to be able to come up with new designs, products or ideas etc. entirely depend on the knowledge sharing perspective of the organisations. In addition, knowledge sharing also facilitates to create a co-operative and friendly work-environment at the workplace (Sajeva, 2007; Quigley, Tesluk, Locke, & Bartol, 2007). Therefore, it is believed that the knowledge residing among managers in the organizations should be shared for greater individual and organisational achievement and sustainability. To some extent, knowledge-sharing activities are similarly significant for the Ready-Made Garments (RMG) organizations in Bangladesh.

The industry has been undergoing rapid growth and expansion due to local and foreign direct investments (Naomi, 2011; Rahman and Siddique, 2015, BGMEA, 2017). However, regular unexpected incidents such as strikes, conflicts between managers and employees etc. create significant barriers for the expected growth of the industry, which earned more than \$28 billion in 2016 for Bangladesh, making it a major exporting sector for the country. According to de Vries, (2006); Lin, (2007), knowledge sharing behaviour of managers could contribute to the development of employee relationships, dissemination of information throughout organisational internal stakeholders, reduction of employee turnover, increase of organisational productivity and reduction of employee turbulences. However, knowledge sharing does not come from the managers or other individuals naturally. Individuals with experience or qualifications in organisations fear of losing knowledge power if they share their knowledge with colleagues (Devenport 1997, as cited in Mansor and Saparudin, (2015). McDermott and O'Dell (2001) identified the failures of many well-organised knowledge management efforts caused by the non-supportive beliefs among employees in many organisations. Therefore, it is urgent for the management of organisations to identify the best antecedents, which could impact the knowledge sharing behaviour of managers positively to share their knowledge with colleagues and others in their organisations. According to Lin (2007), there is a lack of empirical research that evaluates and presents the impact of motivational factors such as intrinsic and extrinsic motivational factors on the knowledge sharing behaviour of the employees specially managers in organisations. Therefore, most of the organisations are not able to maximise the use of knowledge created in the organisations and to be able to enhance both efficiency and productivity of both employees and organizations.

However, many studies have been done relating to the motivational factors and knowledge sharing behaviour of managers but most of them are done in relation to western and other countries. Thus, the impact of motivational factors on the managers' behaviour to share their knowledge with internal stakeholders in the Ready-Made Garments (RMG) industry of Bangladesh has not been empirically tested. Bangladesh is one of the Next Eleven (N-11) countries with high potential to become one of the major economies in the 21st century within 2041 due to its promising outlook for investment and growth (Goldman Sachs, 2007; Kuepper, 2016). In this country, the Ready-Made Garments (RMG) industry is the highest earner of foreign currency through the export of produced cloths. It earned more than \$28 billion in 2016 while it aims to earn more than \$50 billion by 2021 (Ovi, 2017; BGMEA, 2017). However, the country is going under a rapid economic, technological and social transformation along with global and domestic business challenges. These challenges have placed increased pressure on the business planners and owners of the industry to build an excellent relationship with employees and maintain their organizations to remain productive in the hyper-competitive business world. Therefore, the phenomenon of knowledge sharing behaviour of managers in the RMG organisations in Bangladesh is very significant to research. This would help to identify the most effective motivational factor to inspire managers to share their knowledge with colleagues for greater individual and organisational benefits.

Thus, the purpose of the study is to examine the role of motivational factors in the knowledge sharing behaviour of managers in the Ready-Made Garments (RMG) industry of Bangladesh.

## **2. Literature review and hypotheses development**

### **2.1 Knowledge sharing**

Knowledge is the prerequisite for employees to execute functions for the timely and standard production of products and services according to the demands of buyers and gain a competitive advantage over competitors as well as strengthening a sustainable position in the market (Spender, 1996; Stenmark, 2001). However, this knowledge resides within individuals, who should share, transfer, archive, create and apply it while performing duties (Lin, 2007). In this regard, when there is a transfer of knowledge between individuals in organisations for different purposes, the knowledge sharing (KS) takes place. According to Lin (2007), as cited in Mansor and Saparudin (2015), knowledge sharing aims to accomplish something significant/useful that requires knowledge. According to Stenmark (2001), KS can be examined in two dimensions: one manages existing knowledge by developing knowledge repositories such as reports, memos and articles while another includes knowledge compilations by managing knowledge-specific functions such as knowledge achieving, creating, sharing, distributing, communicating and applying.

According to Fengjie, Fei, & Xin. (2004), the process of KS includes firstly one person, who contributes some knowledge from his or her experience or skill so that others can learn or know the knowledge, then, the receiving persons of the particular knowledge can add their own understandings and disseminate the knowledge into their own knowledge. In this process, the willingness of the individuals is required. KS is particularly significant for organizations to build teams with relevant knowledge to meet the knowledge-based competitive requirements in the markets (Davenport & Prusak, 1998; Dyer & Nobeoka, 2000). Therefore, it is significant for the organisations to ensure that knowledge residing within employees is transferred to others so that its use and reproduction can be possible for receivers.

Even though KS is identified and acknowledged by individuals in the organisations as a positive force for survival in the competitive and challenging environment, the factors, which encourage or discourage knowledge sharing behaviour in the organisational context is poorly understood due to the lack of empirical studies. Therefore, it is not surprising for us when we identify individuals, who are reluctant to share their knowledge with colleagues in organisations. Consequently, it signifies the inevitability of doing research to understand when the employees would be enthusiastic to share their knowledge and how the organisations can facilitate the process of knowledge sharing among employees at different levels. Managers in ready-made garments (RMG) organizations possess tacit knowledge due to their long-term work experience in their respective fields. Therefore, these organizations can be excellent places to practice knowledge management approaches that will benefit everyone.

### **2.2 Factors contributing to knowledge sharing behaviour**

Many previous studies relating to knowledge sharing adopted the theory of planned behaviour (TPB) (Wang, Yen, and Tseng, 2015, 2015; Mansor & Saparudin, 2015; Razak et al, 2016), in which intentions "are assumed to capture the motivational factors that influence a behaviour" (Ajzen, 1991). In this regard, three factors, which influence individual intentions include attitude toward the behaviour, social norms regarding the behaviour and beliefs about one's control over the behaviour. However, the attitude here indicates the degree to which individuals evaluate the behaviour positively or negatively (Ajzen, 1991, as cited in Mansor and Saparudin, 2015). According to Devenport & Prusak (1998), human tendencies or behaviour restrained KS in organisations while Hoof & Ridder (2004) suggested employees would be more enthusiastic to share their knowledge if they are given organisational recognition for their contributions.

On the other hand, the simplicity of knowledge sharing is a significant factor that influences on human behaviour or the willingness to share. According to Gagne (2009), if the nature of knowledge sharing process is easier, people will share their knowledge while the value of the knowledge will influence employees' motivations to share. According to Lin (2007), motivation either intrinsic or extrinsic influences individual attitude and willingness to share his or her knowledge with others. Lin (2007)

identified reciprocal benefits and expected organisational rewards as extrinsic motivators, which have influence in knowledge sharing of employees in an organisation. On the other hand, self-efficacy and enjoyment in helping others are identified as intrinsic motivators, which have significant influence in knowledge sharing behaviour of employees in an organisation. These results are also supported by the research findings of Wasko & Faraj, (2005) and Susantri & Wood (2011). However, knowledge sharing is not free from barriers that are acknowledged in many previous studies, for example, Riege (2005) stated three levels of barriers in knowledge sharing processes of organizations. The levels have been outlined in

Table 1: Barriers at different levels that hinder KS

Levels	Determinants
Individual level	Lack of communication skills Lack of social networks Differences in national culture Differences in position status Lack of time and trust
Organisational level	Lack of infrastructure or support environment
Technological level	Unwillingness among people to use different systems and applications

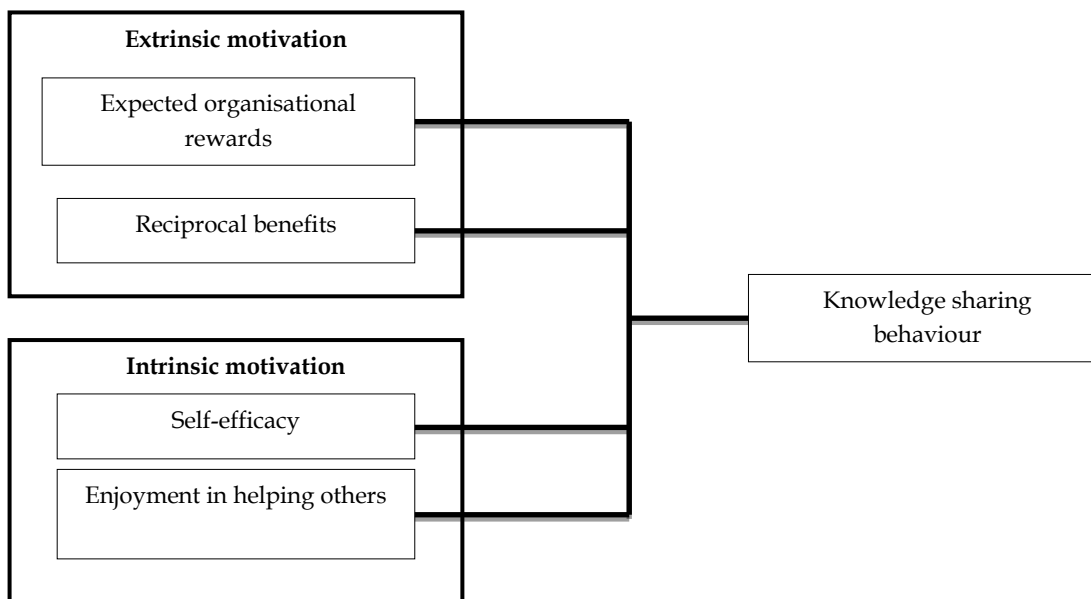
Source: Riege, (2005)

Thus, the study aims to examine the impact of intrinsic (enjoyment in helping others and knowledge self-efficacy) and extrinsic (reciprocal benefits and expected organisational rewards) motivators on knowledge sharing behaviour of managers to create a knowledge sharing environment in the organisations.

## 2.3 Research hypotheses and conceptual framework

### 2.3.1 Conceptual framework

Figure 1: Conceptual framework



Source: Adapted from Lin, 2007.

The framework for this study has been adapted from Lin, (2007) as shown in Figure 1. The model outlines motivational factors such as (extrinsic factors (reciprocal benefits and expected organisational rewards and intrinsic factors self-efficacy and enjoyment in helping others) and the impact on organisational knowledge sharing behaviour.

### 2.3.2 Research hypotheses

According to Susantri and Wood (2011), employees need to be motivated to increase their engagement in KS activities assuming that their action will ensure either they lose or win. However, Bock

& Kim (2002) suggested some economic benefits for example bonuses, increased pay, career development or job security to ensure the involvement of the employees in KS activities in the organizations. Hence, it is hypothesised that:

H<sub>1</sub>: Expected organisational rewards have a positive relationship with KS behaviour

According to Wasko & Faraj, (2005); Lin, (2007); Lin, Lee, & Wang, (2008); Olatokun & Nwafor, (2012) employees in organisations are intrinsically motivated to share their knowledge when he or she examined it is useful and interesting in helping colleagues to solve significant problems that arise due to their lack of knowledge on a particular problem. Reciprocity behaviour has been identified as the significant motivating factor to facilitate the process of KS in organisations (Bock, Zmud, Kim, & Lee, 2005; Lin, (2007; Lin et al. 2008; Olatokun & Nwafor, 2012; Islam, 2017). This behaviour creates a perception of shared liability among employees to share their knowledge with others when they examined the availability of extrinsic benefits for information disbursement in the organisations. Hence, it is hypothesised that:

H<sub>2</sub>: Reciprocal benefits have a positive relationship with KS behaviour

According to Bandura, (1982); Wasko & Faraj, (2005) Bock et al. (2005); Olatokun & Nwafor, (2012), self-efficacy can intrinsically motivate employees to share their knowledge with colleagues at the workplace. In this regard, knowledge self-efficacy means the employees' awareness of their own capability to give knowledge to others, who need it to execute certain tasks to meet both individual and organisational performance goals. Thus, the employees feel assertive regarding the significance of their knowledge for the development of organisational performance and become motivated to share their knowledge with colleagues as well as become active to gain new knowledge for their own usage and sharing in the future. Therefore, the study creates the third hypothesis as:

H<sub>3</sub>: Self-efficacy has a positive relationship with KS behaviour

According to Wasko & Faraj, (2005) employees become motivated to share their knowledge when they realise their sharing of knowledge help others to solve certain problems and perform better. It gives the employees a feeling of enjoyment that always motivates them to share their intellectual knowledge. Therefore, based on this insight, it is hypothesised that:

H<sub>4</sub>: Enjoyment in helping others has a positive relationship with KS behaviour

According to Susantri & Wood, (2011) intrinsic motivation plays a bigger role to motivate employees to share their knowledge with their colleagues than extrinsic motivation. However, they argued both forms of motivation influence individual knowledge sharing behaviour at the workplace. The result is also supported by the research findings of Mansor & Saparudin (2015) that intrinsic motivation has a greater effect on KS behaviour than extrinsic behaviour. Thus, it is hypothesised that:

H<sub>5</sub>: Intrinsic motivation influences KS behaviour more than extrinsic motivation.

### 3. Methodology

The study was conducted using a quantitative research strategy while a cross-sectional survey was carried to collect data. A correlational analysis is used to measure the relationships between the variables of the study. Correlations have been used to examine the directions of the linear correlations between reciprocal benefits, expected organisational rewards, knowledge self-efficacy, enjoyment in helping others, efficacies and KS behaviour of managers in RMG organisations. A correlation presents whether two variables (for example expected organisational rewards and knowledge sharing behaviour) are related or not, if yes, how strongly are they related. Based on the statistical terms the relationship between the variables in the study is presented by the correlation coefficient that is a number between 0 and 1.0. Here, if there is no relationship between two or more variables being investigated, the correlation coefficient will be 0. In contrast, if the relationship between the variables increases or the value of the correlation coefficient is 1 then it will be a perfect relationship (Hinkle, Wiersma & Jurs, 2003). Generally, the higher correlation coefficient denotes a stronger relationship. The rules of thumb by Hinklen et al. (2003) are illustrated in Table 2 for greater understanding of the size of a correlation coefficient.

Table 2: Rule of Thumb for Understanding Size of Correlation Coefficient



Size of Correlation	Interpretation
.90 to 1.00 (-.90 to -1.00)	Very high positive (negative) correlation
.70 to .90 (-.70 to -.90)	High positive (negative) correlation
.50 to .70 (-.50 to -.70)	Moderate positive (negative) correlation
.30 to .50 (-.30 to -.50)	Low positive (negative) correlation
.00 to .30 (.00 to -.30)	Little if any correlation

Source: Hinklen et al, 2003

A questionnaire with 24 items that is divided into six sections was adapted and modified from Kankanhalli, Kwok & Bernard, (2005) and Nwafor (2012). Section A was aimed at obtaining information on the socio-economic and demographic status of the respondents. Section B was made up 4 items to collect respondents' opinion relating to their explications of non-monetary or monetary rewards from organisations for knowledge sharing. Section C comprised 4 items to collect respondents' expectation on reciprocal benefits for knowledge sharing with others. Section D contained 4 items on knowledge self-efficacy to collect respondents' perceptions on the value that they place on the knowledge they share. Section E was made up of 4 items on enjoyment in helping others to collect respondents' perception regarding whether sharing knowledge is related to the enjoyment of helping others in solving problems in organisations. Finally, section F comprised 4 items to understand the behaviour of respondents towards Knowledge Sharing.

The population of interest of the study were the managers (i.e. General Managers, Product Managers, Shift Managers, Quality Managers and Line managers) working in ready-made garments (RMG) organisations in Dhaka, Bangladesh. The managerial positions have been selected based on the idea that managers in these positions possess tacit knowledge due to their long-term tenure in organisations. Therefore, they would generate a more realistic overview of how knowledge sharing is applied in RMG organisations of Bangladesh. 300 questionnaires were randomly distributed among the selected managerial personnel from the top 30 RMG organisations listed in the Bangladesh Garments Manufacturing and Exporting Association (BGMEA) located in Dhaka, where more than 1000 RMG organisations are operating (Zamir, 2016; BGMEA, 2017). Out of the 300 distributed questionnaires, only 127 questionnaires were returned by the respondents after the one and half month data collection period. Of this total, only 110 questionnaires were used for the data analysis because 17 returned questionnaires were incomplete.

## 4. Results

### 4.1 Reliability

To examine the reliability of the collected data, a reliability test for the variables included in the study was conducted using Cronbach's Alpha. The reliability test results are presented in Table 3 below.

Table 3: Reliability table

Variables	Items	Cronbach's Alpha
Expected Organisational Reward	4	0.934
Reciprocal Relationship	4	0.796
Self-Efficacy	4	0.813
Enjoyment in Helping Others	4	0.794
Knowledge Sharing Behaviour	4	0.913

### 4.2 Respondents' profile:

The demographic profile of participants who participated in the research are presented in Table 4 below.

Table 4: Demographic profile of participants of the study

Respondents' demographics	Categories	Frequency	Percentage (%)
Gender	Male	89	80.90
	Female	21	19.10
Marital status	Married	97	88.18
	Unmarried	13	11.82
Age	20-25	0	0
	26-30	23	20.90
	31-35	28	25.44
	36-50	48	43.66

	51 and above	11	10
Designation	General Manager	36	32.72
	Product Manager	24	21.83
	Shift Manager	22	20.00
	Quality Managers	12	10.90
	Line Managers	16	14.55
Working experience	Less than 6 years	18	16.36
	6-10 years	37	33.64
	11-15 years	26	23.64
	16-20 years	19	17.27
	21 years or more	10	9.09

### 4.3 Hypotheses test results

Hypothesis 1: Expected organisational rewards have a positive relationship with KS behaviour

Table 5: Correlation between KS Behaviour and Expected Organisational Behaviour

			Expected Organisational Behaviour	Knowledge Sharing Behaviour
Expected Behaviour	Organisational	Pearson correlation	1	0.535**
		Sig. (2-tailed)		0.000
		N	100	100
KS Behaviour		Pearson correlation	0.535**	1
		Sig. (2-tailed)	0.000	
		N	100	100

\*\* Correlation is significant at 0.01 level (2-tailed)

The findings in Table 5 show the correlation between the KS Behaviour and Expected Organisational Behaviour which is 0.535 while the significance level is 0.000. Thus, it shows that there is moderate relationship according to the rules of the thumb. Therefore, hypothesis 1 (H<sub>1</sub>) is accepted.

Hypothesis 2: Reciprocal benefits have a positive relationship with KS behaviour

Table 6: Correlation between Reciprocal Benefits and KS behaviour

			Reciprocal Benefits	Knowledge Sharing Behaviour
Reciprocal Benefits		Pearson correlation	1	0.545**
		Sig. (2-tailed)		0.000
		N	100	100
KS Behaviour		Pearson correlation	0.545**	1
		Sig. (2-tailed)	0.000	
		N	100	100

\*\* Correlation is significant at 0.01 level (2-tailed)

The above Table 6 shows that the correlation between Reciprocal Benefits and KS behaviour which is 0.545 while the significance level is 0.000. The correlation between the two variables is positive and the relationship shows a moderate. Therefore, the H<sub>2</sub> is accepted.

Hypothesis 3: Self-efficacy has a positive relationship with KS behaviour.

Table 7 Correlation between Self-efficacy and KS behaviour

			Knowledge Efficacy	Self- Knowledge Sharing Behaviour
Self-efficacy		Pearson correlation	1	0.645**
		Sig. (2-tailed)		0.000
		N	100	100
KS Behaviour		Pearson correlation	0.645**	1
		Sig. (2-tailed)	0.000	
		N	100	100

\*\* Correlation is significant at 0.01 level (2-tailed)

According to Table 7, the hypothesis 3 is also accepted because the correlation between Self-efficacy and KS behaviour is 0.645 with the significance level at 0.000. There is a moderate level of relationship between Self-efficacy and KS behaviour.

Hypothesis 4: Enjoyment in helping others has a positive relationship with KS behaviour.

Table 8 Correlation between enjoyment in helping others and KS behaviour

		Enjoyment in helping others	Knowledge sharing behaviour
Enjoyment in helping others	Pearson correlation	1	0.748**
	Sig. (2-tailed)		0.000
	N	100	100
KS Behaviour	Pearson correlation	0.748**	1
	Sig. (2-tailed)	0.000	
	N	100	100

\*\* Correlation is significant at 0.01 level (2-tailed)

The above table 7 shows the correlation between the enjoyment in helping others and Knowledge Sharing behaviour which is 0.748 with a significance level of 0.000. Therefore, the relationship between the two variables is high and hypothesis 4 is accepted.

Hypothesis 5: Intrinsic motivation influences KS behaviour more than extrinsic motivation.

A regression analysis was applied to examine whether intrinsic motivation (i.e. enjoying helping others and self-efficacy) or extrinsic motivation (i.e. reciprocal benefits and expected organisational rewards) have a greater impact on knowledge sharing behaviour among the managers in the ready-made garments (RMG) organisations in Bangladesh. According to the results, the R-value for intrinsic motivation is 0.826 while the R-value for extrinsic motivation is 0.562. This shows the greater impact of intrinsic motivation on the knowledge sharing behaviour of managers as compared to the extrinsic motivation. Thus, the hypothesis is accepted.

## 5. Discussion

The primary purpose of the study was to identify motivational factors impacting the knowledge sharing behaviour of managers in Ready-Made Garments (RMG) organisations of Bangladesh. Findings of the study provide several significant insights most of which are consistent with previous researches while a few of them contrast against previous research findings. The inconsistency of the respective results with previous studies could be the result of differences of the industry and the people, who are participants in the study.

Firstly, the acceptance of hypothesis 1 on expected organisational behaviour is not consistent with the findings of the Sandhu, Kishore & Ahmad, (2011) and Mansor & Saparudin (2015) who found the insignificance of the relationship between KS behaviour and expected organisational rewards while this study finds a moderate level of relationship between the two variables. Previous studies suggested that there is no effect of the current organisational rewards (monetary or non-monetary) on the knowledge behaviour of respondents (Sandhu et al. 2011; Mansor & Saparudin 2015). However, this study suggests that rewards given to managers, who share their knowledge with others in the organizations would motivate the managers to share their knowledge with others. The second hypothesis on reciprocal benefits is also accepted. This is consistent with previous researches by Kankanhalli et al. (2005); Wasko and Faraj (2005) and Mansor & Saparudin (2015). The result recommends RMG organisations to arrange for reciprocal benefits, for example, on-going support, long-term mutual co-operation that can motivate managers to take part in knowledge sharing activities.

The third hypothesis is accepted since it shows a moderate level of the correlation between Self-efficacy and KS behaviour. This result is consistent with Lin (2007) and Mansor & Saparudin (2015). Thus, it can be suggested that the managers in the RMG organizations believe that they have the ability to share their knowledge with others and they have confidence regarding the value of their knowledge, which would contribute to gain better performance in terms of responsibilities and tasks of the employees, who receive the knowledge. Hypothesis 4 is also accepted and consistent with previous studies by Olatokun and Nwafor (2012) and Mansor & Saparudin (2015). The result indicates that the managers in



the RMG organizations enjoy sharing their knowledge with others because they believe that sharing knowledge would support individuals in solving problems and acquiring new knowledge.

Finally, the result from the regression analysis on hypothesis 5 shows that intrinsic motivation has a greater relationship with knowledge sharing behaviour than extrinsic motivation in the RMG industry. It is supported by results of previous studies and consistent with Lin, (2007) and Mansor & Saparundin (2015). Therefore, the study concludes that intrinsic motivation is more effective than extrinsic motivation to create the willingness among managers to share their knowledge in organisations.

## 6. Conclusion

The study presents the relationship between intrinsic and extrinsic motivation regarding the knowledge sharing behaviour of managers in ready-made garments (RMG) organisations in Bangladesh. The study primarily aimed to recognise what motivates managers in the RMG organizations to share their knowledge. The results suggest that the managers in RMG organisations have a positive attitude in sharing their knowledge with others and they believe it is a useful activity for both individuals and organisations. The study found extrinsic motivation has less influence than intrinsic motivation on managers' knowledge sharing behaviour. However, interestingly, the study identified that the expected organisational rewards have a moderate level of impact on the knowledge sharing behaviour of managers in the RMG organizations context. Therefore, the study suggests organizations to provide some monetary or non-monetary rewards to managers to motivate them to share knowledge with different individuals. Finally, the study reveals all the variables have a relationship with knowledge sharing behaviour of the managers working in RMG organizations of Bangladesh while enjoyment in helping others is identified as the most significant variable, which has a high impact on knowledge sharing behaviour of managers. Therefore, the study suggests organisations to create opportunities and programs for making the knowledge sharing processes as common practice at every level and department.

## 7. Limitations of the study and suggestions for future research

This study utilised a survey based on only two main variables i.e. extrinsic motivation and intrinsic motivation while other predictors for example culture, attitude etc. were not included. Therefore, in future studies, these predictors could be included. On the other hand, a qualitative approach could be used in future researches relating to the KS behaviour of the managers to gain more information for example eagerness, readiness and willingness to participate in knowledge sharing activities. This is because qualitative approach uses interviews to collect the data that will contribute to gain deeper insights from participants based on discussions and explanations.

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