

Willingness to Share or not to share? Understanding the Motivation Mechanism of Knowledge Sharing for Hospitality Workforce

Abstract

Willingness to share knowledge among employees is essential that may affect the performance of the organizations and long-term effectiveness. This study examines when does an employee with proactive personality more willing to share knowledge with others. More importantly, the purpose of this study is to investigate two important mechanisms - autonomous and controlled motives - on the relationship between proactive personality and knowledge sharing intention.

The structural equation modeling (SEM) results indicate that an employee with proactive personality is prominent in fostering knowledge sharing with autonomous motivation.

Conversely, controlled motivation restrains their sharing intention. Furthermore, our multi-methods techniques found that autonomous motivation mediates the positive relationship between proactive personality and knowledge sharing, whereas controlled motivation negatively mediates such relationship. This study contributes to hospitality literature by investigating the intervening mechanisms of proactive personality and knowledge sharing intention and the mediating roles of autonomous and controlled motivations on knowledge sharing intention.

Key words: knowledge sharing intention, proactive personality, motivation, self-determination theory, hospitality workforce.

Word count: 8424 words

Introduction

In today's rapidly changing and competitive market environment, organizations' performance heavily relies on knowledge exchange and sharing behaviors among their human capitals (Mohamed, 2016; Okumus, 2013; Senbeto & Hon, 2020). However, the loss of knowledge capitals caused by high turnover affects the performance of the organizations and long-term effectiveness. To tackle this challenge, knowledge sharing behavior among employees is essential. Knowledge sharing behavior is a prerequisite in implementing successful knowledge management and sustaining organizations' long-term survival. Knowledge sharing defines as an intention to which describes individual activity and engagement in supporting each other in the workplace (Dyer & Nobeoka, 2000). Knowledge sharing facilitates knowledge exchange and transmission through interpersonal interactions and communications in order to achieve personal and organizational goals, and consequently, it contributes to knowledge application, generates creative ideas and service innovation, as well as strengthens socialization and learning among employees (Hon, 2012; Senbeto & Hon, 2020; Wang, Noe & Wang, 2014; Yang, 2010).

Researchers have found that proactive personality is associated with positive outcomes to individuals (e.g. Kim & Lee, 2013; Lee & Kim, 2017, Zhao et al. 2016) and organizations (e.g., Chen & Cheng, 2012; Lee & Kim, 2017; Jeung, Yoon & Choi, 2017; Tseng, 2017; Zhao et al., 2016) such as career success (Seibert, Crant, & Kraimer, 2019), employee creativity and innovation (Kim et al., 2019; 2010; Senbeto & Hon, 2020), and work satisfaction and performance (Chan, 2006; Thompson, 2005). Extrapolating from this, it is reasonable to expect that employees with proactive personality are more willing to share knowledge because of their characteristics are aiming to achieve individual and organizational goals whereas knowledge sharing can achieve this objective. Despite the association between proactive personality and knowledge sharing intention is obvious, this relationship has received scant attention in the hospitality and management

literature. Furthermore, knowledge sharing is a voluntary activity, and not an official or formal duty describes in job tasks (Sedighi et al., 2016). Intention to share knowledge is mainly driven by employees' internal motives and not by the job tasks itself. Thus, it is unrealistic that managers expect all their employees are willing to share knowledge with them and other members. Here comes the first question which may arouse hospitality managers' attention: when are employees with proactive personality more willing to share knowledge but when are they unwilling to share? Understanding employees' motivation processes in relation to knowledge sharing can be extremely valuable for organizations and managers to improve firm performance (Kim, Hon, & Crant, 2009; Kim, Hon, & Lee, 2010).

Responding to the above question, this study aims to arrive two research objectives. First, drawing from the self-determination theory (SDT), we examine the direct association of proactive personality on employees' intention to share knowledge pertaining to hospitality context. Second, employees' motivation processes play a vital role in understanding their intention to share knowledge or not. To achieve this, we investigate two important mechanisms - autonomous and controlled motives - on the relationship between proactive personality and knowledge sharing intention. Despite the importance of motivation mechanisms, based on our literature review, little is known about how employees' autonomous and controlled motivation processes associated with their knowledge sharing intention, which have been significant, especially in relation to employees' proactive personality at the workplace. Without fully understanding of individuals' motivation processes, hospitality managers cannot answer two practical questions. First, they don't understand when are their employees with proactive personality more willing to share knowledge? Second, hospitality managers may not be able to develop a successful knowledge management system for

the company and unlikely to achieve long-term effectiveness because knowledge sharing is a vital antecedent to attain these goals.

The current study offers several contributions. First, we identify employees' proactivity and initiative as an important personal factor for hospitality firms to understand their intention to contribute knowledge sharing. Second, we contribute to the knowledge management literature by testing individuals' motivation mechanism and a self-determination theory, via employee autonomous and controlled motives, to explain the relationship between proactive personality and employees' intention to share knowledge. With this understanding, we can inform hospitality managers when will employees' knowledge sharing intention be enhanced and when will be reduced. Third, researchers have called for more studies that use alternative measures of intrinsic motivation to provide a richer perspective of work outcomes (Hon, 2012; Hon & Chan, 2013; Shalley et al., 2004). This study is among the first to apply SDT to frame our conceptual model through two motivation processes - autonomous and controlled - to understand knowledge sharing behaviors in association with proactive personality in the hospitality industry. Figure 1 shows the research model linking proactive personality to knowledge sharing intention via employees' autonomous and controlled motivations.

Insert Figure 1 about here

Theory Development and Hypotheses

Self-Determination Theory and Motivation Mechanisms

A major premise of self-determination theory (SDT) is that intrinsic motivation is superior to extrinsic motivation in producing positive outcomes (Ryan & Deci, 2000; Gagné & Deci, 2005; Sheldon et al., 2003), including knowledge sharing intention. SDT posits that human motivation

runs along a continuum from autonomous motivations, which are more intrinsic, to controlled motivations, which are more extrinsic. Autonomous motivations arise either when employees find work enjoyable and interesting or when they experience it as meaningful and consistent with their personal values. In these situations, people internalize the regulation of their motivation and experience their thoughts and actions as being consistent with and emanating from their true self. When people act under internal regulation, they believe that they have fully self-chosen and self-endorsed what they are thinking and doing, what SDT calls an internal locus of causality, and therefore they perceive their thoughts and their actions as being self-determined (Deci & Ryan, 2000; Ryan & Deci, 2000; Sheldon et al., 2003). On the other hand, controlled motivations arise from external regulation, when people respond to rewards, punishments, obligations, others' expectations, or external standards. Here, individuals perceive that the locus of causality of their behavior is sources outside of themselves and they feel that these external factors are constraining, coercing, or otherwise determining what they think and do (Deci & Ryan, 2000; Sheldon et al., 2003). Whereas autonomous motivation is sustained by the positive experiences that arise from engaging in activities, controlled motivation is maintained only as long as the external force or condition is present (Deci & Ryan, 2004; Gagné & Deci, 2005; Sheldon & Grunz, 2009).

Individual motives and knowledge sharing intention

Knowledge sharing refers to the intention and willingness of individuals to share their knowledge with others (Bock et al., 2005). Knowledge sharing is the process of “a fluid mix of framed experience, values, contextual information, and expert insights” (Davenport & Prusak, 2000, p.5). Through knowledge sharing process, knowledge and experience is mutually exchanged and new knowledge will be generated (Van den Hooff & De Ridder, 2004). Effective knowledge management involves knowledge sharing behavior of employees and it requires synergistic

collaboration of employees with common goals (Burke et al., 2011). When people act under autonomous motivation, they tend to be active performers, are more effective in goal-oriented behavior, and experience higher levels of satisfaction and well-being (Judge, Bono, Erez, & Locke, 2005; Koestner, Otis, Powers, Pelletier, & Gagnon, 2008; Sheldon & Houser-Marko, 2001). Studies indicate that autonomous motivation fosters an approach orientation in which people actively seek out and engage at a high level in work activities (Greguras & Diefendorf, 2010; Koestner et al., 2008; Millette & Gagné, 2008). Autonomous motivation is associated with cognitive flexibility and heuristic problem solving (Gagné & Deci, 2005) which are important cognitive components of engaging in sharing knowledge. When people are autonomously motivated, they are less defensive, more open-minded, and show greater intention to share their experience with others.

However, when individuals act from controlled motivation, they are not self-engaged or self-determined in their work, but instead experience low levels of psychological ownership, assume an avoidance orientation toward work activities, and tend to experience more negative affect all of which are detrimental to engage in knowledge sharing. Studies indicate that when people are operating under controlled motivation, they tend to play it safe, stick with currently accepted ideas and ways of working, and avoid helping others by sharing knowledge. As a result, this knowledge sharing behavior will be hindered by employees with controlled motives as these individuals perceive knowledge sharing due to coercive or social pressure (Gibbert & Krause, 2002). Accordingly, we predict that more autonomous motivation will be associated with higher intention to share knowledge and more controlled motivation will be associated with lower intention of knowledge sharing. We propose the following hypotheses:

Hypothesis 1a: Autonomous motivation is positively related to knowledge sharing intention.

Hypothesis 1b: Controlled motivation is negatively related to knowledge sharing intention.

Proactive Personality, Personal Motive, and Knowledge Sharing Intention

Proactive personality and knowledge sharing. Proactive personality refers to a person's active involvement and taking initiative to change an environment (Bateman & Crant, 1993; Kim, Hon & Lee, 2010). These individuals are relatively unconstrained by situational forces, and they identify opportunities, act on them, show initiative, and persevere until meaningful change occurs (Kim, Hon, & Crant, 2009). The key differentiating feature of proactive personality and behavior is an active rather than passive approach toward work outcomes, including knowledge sharing intention and behavior. Although the relationship between knowledge sharing intention and proactive personality is under study, related literature has already indirectly shown this relationship. Research has found that people with proactive personality are strongly associated with organizational productivity and training success (Barrick et al., 2001). Other studies have suggested that proactive personality is the main antecedent of knowledge sharing intention (Cabrera et al., 2006; Judge & Bono, 2000). As proactive individuals follow their own ways and reflect their interests and values, they have high self-motivation, which encourages them to participate in knowledge sharing behaviors. Proactive people are more likely to tap every opportunity to go beyond normal job expectations tend to actively engage in knowledge sharing intention and behavior; usually through updating their knowledge and skills and identifying opportunities to learn new knowledge. Hence, we propose the following hypothesis:

Hypothesis 2: A proactive personality is positively related to knowledge sharing.

Proactive personality and autonomous motive. Employees with a proactive personality find their jobs highly interesting and enjoyable (Hon, 2011); this sense of autonomous motivation

enhances their willingness to share knowledge with others. Greguras and Diefendorff (2010) found that the proactive employees are more likely to have self-determination and perceived high level of autonomous motivation. According to SDT, employees with strong proactive personality have a stronger sense of self-determination and tend to regulate their own behaviour so as to achieve their personal and organizational goals in their work places. To do achieve their goals, the proactive employees set a high self-requirement for autonomy and internal locus of control by taking proactive approach in performing job tasks (Zhao & Gao, 2019). Because of this, they intend to perform the behaviour which are consistent with their personal values and beliefs (Greguras & Diefendorff, 2000). We posit that employees with proactive personality will perceive autonomous motivations due to their actively achieve organizational goals. In such situations, the proactive characteristics have given these individuals confidence in their ability to engage in knowledge sharing behavior in an attempt to achieve their goals. In turn, this is likely to enhance employees' sense of autonomy and self-determination in performing job task.

Proactive personality and controlled motive. By contrast, employees with proactive personality have higher resistance to against the external and social pressure to perform those behaviors with controlled motivation which may violate their personal self-determination and concordance motivations. They are likely to be demotivated when they are forced or “controlled” to take part of work activities or job tasks by external requirement or pressure (Zhao & Gao, 2019). The higher levels of perceived obligation and external stress are likely to feel controlled motives antithetical to a sense of negative connectedness with others. In summary, both the real and perceived diminution in external requirements and responsibilities created higher levels of stress or pressure will lead these employees to feel less autonomous and experience high sense of controlled in their work. Proactive individuals under controlled motivation will likely have

detrimental effects on knowledge sharing intention which further hinder their knowledge sharing behavior. Therefore, we proposed that proactive employees are more likely to have higher autonomous motivation in performing work tasks, but they are less likely to perceive controlled motivation in doing their works due to their proactive characteristics to initiate changes. The following hypotheses are made:

Hypothesis 3a: Proactive personality is positively related to autonomous motivation.

Hypothesis 3b: Proactive personality is negatively related to controlled motivation.

Mediating Roles of Autonomous and Controlled Motivation

Self-determination theory views autonomous and controlled motivations as the main pillars through which a proactive personality influences autonomous/controlled motivation that affects the knowledge sharing intentions of employees. Autonomous motivation facilitates positive outcomes and increases the learning and voluntary participation inclination of employees (Sheldon et al., 2003; Hon & Chan, 2013). Research has supported the view that autonomous motivation is important for the exposure of employees to situations and is determined by the social context (Deci & Ryan, 2000), and this motivation increases their intention to share knowledge. Similarly, Hsu and Lin (2008) found that autonomous motivation improves an individual's intrinsic motivation to interact with coworkers and peers. Research has indicated that knowledge sharing behaviors need extra effort and involves high-level of self-interest in job tasks (Nielsen et al., 2011). In line with prior research, we predict that autonomous motivation will strengthen the linkage between proactive personality and knowledge sharing because proactive people likely to engage themselves in achieving beneficially and positive outcomes associated with autonomous motivation. Further, research has supported that a proactive person energizes his/her sense of empowerment and wellbeing in personal and work life (Samad, 2007), which stimulating their interests to interact

with others, initiate change, and strive for enhanced engagement in knowledge sharing and performance. Such situation leads us to predict that autonomous motivation positively mediates the relationship of proactive personality and knowledge sharing intention. Accordingly, this study proposes the following hypothesis:

Hypothesis 4a: Autonomous motivation mediates the relationship between a proactive personality and knowledge sharing.

Unlike autonomous motivation, external factors such as reward, punishment, or reciprocal benefit lead people perceived controlled motivation (Deci & Ryan, 2008) which detrimental to engage in knowledge sharing with coworkers and others. Controlled motivation is largely grounded in value-based outcomes and pays attention to cost-benefit analysis (Osterloh & Frey, 2000; Kankanhalli, Tan, & Wei, 2005), which considers benefit or reward as a trigger in motivating employees to engage in knowledge sharing. However, employees' motivation could either be temporarily enhanced by reward or external pressure (Stenmark, 2001), but could not permanently foster knowledge sharing under controlled motive. According to self-determination theory, controlled motivation as an alternative mechanism through which a proactive personality indirectly influences employees' knowledge sharing intention. Hislop (2003) stated that people with a proactive personality actively participate in change-oriented outcomes. In supporting this research also found that employees produce less positive outcomes when they are extrinsically motivated by work goals which they are pushed by an external force or under pressure (McDermott & O'Dell, 2001). As proactive people are highly motivated by autonomous motivation and this motive allow them to take initiative and change the unfavorable situation. However, controlled motivation may discourage their proactive attitude to change and hinder their intention to engage in knowledge sharing. Drawing from SDT of motivation, proactive personality negatively relates to controlled

motivation, which in turn, negatively influence knowledge sharing outcome. As such, we expect controlled motivation to be another intervening variable through which a proactive personality affects knowledge sharing intention. Thus, we propose the following hypothesis:

Hypothesis 4b: Controlled motivation mediates the relationship between a proactive personality and knowledge sharing.

Methods

Sample and Procedures for Data Collection

The research team collected data from the hotel industry in Changsha City, China. The team invited both front-line employees and their immediate supervisors working in hotels to participate in the survey, along with a project, which investigates human resource management issues in China. Those participants working in 11 three-to five-star hotels in the region were surveyed. The research team visited participating hotels and met their human resource managers, who were close to managers and supervisors. The HR managers were requested to distinguish employees across departments to complete the online survey. Of the 11 hotels that participated in this study, 5 were five-star hotels, 1 was a four-star hotel, and the rest were three-star hotels. With the assistance of hotel managers and supervisors, we developed an online questionnaire hyperlink and sent it to the hotel employees, who could access the hyperlink and complete the online questionnaire at their convenience. The research team explained the research purpose and provided a study overview; respondents were informed that participation was voluntary, and they were assisted in filling out the online questionnaire. Out of the 390 questionnaires received, 363 were valid for subsequent data analysis. the number of respondents mentioned are sufficient to prove normality of the data.

In the sample, female accounts for 65.8% of the total respondents. The age profile of respondents was as follows: 66.5% were aged 30 or under, 26.1% were between 31–40 years old, and the remaining participants were over 40. The positions held by the respondents at the hotels were as follows: 59.7% were front line employees and 33.2% were supervisors or managers. The hotel ratings where the respondents worked were as follows: 64.1% and 17.3% were working in five- and four-star hotels, respectively, and the remaining employees were employed in three-star hotels. The work experiences of the respondents were as follows: 36.2% indicated less than 3 years of work experience in their hotels; 17.6% were with their hotels for more than 3 years, but less than 5 years, 25.4% worked for more than 5 years, but less than 10 years, and the remaining employees ‘experiences exceed 10 years in their hotels. Their educational backgrounds were as follows: 61% possessed a bachelor degree and above, and the remaining employees were diploma or vocational graduates.

Measures

A five-point likert scale was utilized to measure the respondents rating to each item, wherein 1 is “strongly disagree” and 5 is “strongly agree.” Employees were asked to rate each item which covers proactive personality, autonomous and controlled motivations, and knowledge sharing intention. Questionnaires were drafted in English and then translated into Chinese through back translation (Schaffer & Riordan, 2003) by two bilingual professional experts who translated independently. To ensure correct translation and maintain semantic equivalence, both translators checked their individual translations between English and Chinese versions.

Proactive personality. A six-item proactive personality scale, which was originally developed by Parker (1998), was adapted from Bateman and Crant (1993). The measurement scales of proactive personality have been validated by Kim et al., (2009; 2010) in Chinese and

Korean contexts. Sample items included “If I see something I do not like, I fix it” and “I excel at identifying opportunities.” The coefficient alphas for this scale is .81, and AVE is .68.

Autonomous and controlled motivation. Sheldon and Elliot’s (1999) eight-item scale was used to measure the degree of motivation is driven by autonomous or controlled motives of the respondent. We assessed all eight items on whether they correspond with the autonomous or controlled motivation of employees. The eight items were divided into four facets of motivation: (1) external (e.g., performance goal is followed for someone’s sake or in response to situations); (2) introjected (e.g., performance goal is followed to avoid experiencing guilt, anxiety, or shame resulting from failure to do so; (3) identified (e.g., performance goal it is followed as an imperative goal); and (4) intrinsic (e.g., fun and enjoyment are considered as means to achieve the performance goal). The identified and intrinsic items represented autonomous motivation, whereas the external and introjected items reflected controlled motivation. The coefficient alphas for controlled and autonomous motivations are .73 and .84, respectively, indicating a persistent response across work goals. AVE for autonomous motivation is .62 and controlled motivation is .57.

Knowledge sharing intention. Bock and colleagues’ (2005) five-item scale was used to assess the knowledge sharing intention of the respondents in the workplace. Of the five, two and three items were utilized to measure the implicit and explicit intentions to share knowledge, respectively. Sample items included “I will share my work reports and official documents with members of my organization more frequently in the future,” and “I will try to share my expertise

from my education or training with other organizational members in a more effective way.” The coefficient alpha for this knowledge sharing intention was .89, and AVE is .66.

Control variables. To reduce potential confounding effects on knowledge sharing (Bock et al., 2005), variables such as age, gender, education, and organizational tenure were controlled. Number of years were considered to measure age and organizational tenure by using a dummy variable for age (female = 1; male = 2) and educational tenure (below college = 1; college or above = 2).

Analysis

Hypotheses that included the effect of mediating variables were tested using Structural Equation Modeling (SEM); hence, we applied Anderson and Gerbing’s (1988) two-step analytical strategy to test the hypotheses. First, Confirmatory Factor Analysis (CFA) was utilized to confirm the measurement model, which differentiates measurement levels. Second, SEM was performed to estimate the model fit. We derived chi-square (χ^2) values as an absolute fit index to assess the model fit with actual data. Chi-square value measures the extent of the estimated covariance between measured variable and actual model. Furthermore, several fit indexes (CFI, GFI, and RMSEA) were employed to compare alternative and proposed models. Unlike other fit indexes, CFI and GFI are prominent for having approximate population values for single models to indicate good fit with values of .90 or above (Hu & Bentler, 1999). In the case of RMSEA, a value of .08 or lower implies an appropriate fit between the proposed and actual models (Browne & Cudeck, 1993), which are utilized to measure average standardized residual per degree of freedom.

Results

Table 1 presents the means, standard deviations, and correlations of all the variables. A significant and expected direction among key variables in number correlations was observed. As

expected, autonomous ($r=.48, p<.01$) and controlled motivations ($r = -.28, p<.01$) were positively and negatively related to knowledge sharing intention, respectively. Similarly, a proactive personality was positively related to autonomous motivation ($r=.39, p<.01$) and knowledge sharing intention ($r=.21, p<.01$) and negatively related to controlled motivation ($r=-.24, p<.01$).

 Insert Table 1 about here

Measurement model. Given the four constructs of the model, the comparison of four-factor models with three- and one-factor models were used to test discriminant validity (Wu et al., 2015). Entire items were loaded to acquire the one-factor model in a “grand” latent factor. To obtain the three-factor model, we combined controlled and autonomous motivations into one factor by retaining the other two constructs discreetly. We combined these two variables because they are the dimensions of self-determination motivation. The CFA of the four-factor full measurement model indicates that all factor loadings in respective and acceptable fit indexes were significant. The proposed four-factor model ($\chi^2 = 323.43, df = 121, p < .01$; CFI = .95; GFI = .94; RMSEA = .07) also produce a better fit than the three- ($\chi^2 = 435.27, df = 130, p < .01$; CFI = .91; GFI = .90; RMSEA = .07) and one-factor models ($\chi^2 = 1892.32, df = 235, p < .01$; CFI = .53; GFI = .51; RMSEA = .12). We found that the model fit for the hypothesized four-factor model is better than the three- ($\Delta\chi^2 = 111.84, \Delta df = 9, p < .01$) and one-factor models ($\Delta\chi^2 = 1568.89, \Delta df = 114, p < .01$). Given this finding, we pursued independent and subsequent hypothesis testing for all four constructs.

 Insert Figure 2 about here

SEM model. Figure 2 summarizes the general structural model including path coefficients. Hypothesis 1a envisaged that a proactive personality has a positive relationship with autonomous

motivation ($\beta=.58, p<.01$), and thus Hypothesis 1a was supported. The actual data were also consistent with Hypothesis 1b, proposing that a proactive personality is negatively related to individuals' controlled motivation ($\beta=-.32, p<.01$). Thus, Hypothesis 1b was supported. Similarly, our data supported Hypothesis 2a, which proposes that autonomous motivation is positively related to knowledge sharing intention ($\beta =.66, p<.01$), as well as Hypothesis 2b, which posits that controlled motivation is negatively related to the knowledge sharing intention of employees ($\beta =-.27, p<.01$). Therefore, Hypothesis 2b was supported. Consistent with Hypothesis 3, we found that proactive personality is positively related to employees' knowledge sharing intention ($\beta =.19, p <.05$), and Hypothesis 3 was supported.

Lastly, Hypotheses 4a and 4b predict that the relationships between proactive personality and knowledge sharing intention are mediated by autonomous and controlled motivations. In this study, we use multi-methods to test the mediation effects. First, we adopt the three approaches developed by Baron and Kenny (1986) to test the mediating effect. These three steps have been applied by numerous management, psychology, and hospitality scholars subsequently. Second, we also use Hayes's (2017) bootstrapping techniques to test the mediating effects of autonomous and controlled motivation.

Insert Table 2 about here

Testing the Mediating Effects of Motivation Mechanism. To test the two complicated mediating effects, we also performed percentile bootstrapping by utilizing a 10,000-replication bootstrap sample with a 95% confidence interval to further examine the mediating effects of autonomous and controlled motivation on the relationships between proactive personality and knowledge sharing intention (Taylor et al., 2008). Hayes's (2017) procedures were followed to

examine the confidence interval for the lower and upper bounds, in order to assess whether the mediating effects of autonomous and controlled motivation were significant. The results confirmed that autonomous motivation had significant and positive mediating effects on the relationship between a proactive personality (indirect effect = .086, $p < .05$, 95% BCaCI (bias-corrected and accelerated confidence interval) [.055, .160]) and knowledge sharing intention. Thus, Hypotheses 4a was supported. In addition, controlled motivation negatively mediated the relationship between proactive personality and knowledge sharing intention (indirect effect = -.051, $p < .05$, 95% BCaCI [-.079, -.005]). Thus, Hypothesis 4b was also supported. Table 3 summarized all the hypotheses our study.

Insert Table 3 about here

Discussion

The current study offers several contributions to both knowledge management and hospitality literature. First, we identify employees' proactivity and initiative as an important personal factor for hospitality firms to understand their intention to contribute knowledge sharing behaviors. Second, we contribute to the knowledge management literature by testing hospitality employees' motivation mechanism and a self-determination theory, via employee autonomous and controlled motives, to explain the relationship between proactive personality and employees' intention to share knowledge. With this understanding, we can inform hospitality managers and decision makers when will employees' knowledge sharing intention be enhanced and when will be reduced. Third, researchers have called for more academic studies that use alternative measures of intrinsic

motivation to provide a richer perspective of work outcomes in hospitality industry (Hon, 2012; Hon & Chan, 2013; Shalley et al., 2004).

Moreover, in the knowledge management literature, an individual's contribution to knowledge sharing remains superficial. Minimal attention has been paid to the mechanisms that drive the autonomous and controlled motives of individuals and their effects on knowledge sharing outcomes.

This research investigates the relationships between proactive personality and autonomous and controlled motivations among hotel employees, which in turn further influence their intention to share knowledge with other members. As predicted, the findings indicate that a proactive personality in hotel employees is positively associated with autonomous motivation which in turn, positively influences their knowledge sharing intention, whereas a proactive personality is negatively associated with controlled motivation which further negatively related to knowledge sharing intention. We also found that an employee with proactive personality has a positive and significant direct effect on knowledge sharing intention. This important finding is under developed in the knowledge management and hospitality literature. This study showed that proactive personality and motivation mechanisms (i.e., autonomous and controlled) influence knowledge sharing intention.

Theoretical implications

Although existing research has advocated the link between personality and knowledge sharing intention (e.g., Cabrera et al., 2006; Barrick et al., 2001; Judge & Bono, 2000; Judge et

al.,2005), a question still remains on why the intention of individuals to share knowledge differs. Autonomous motivation facilitates employees' intentions to share knowledge when their goals are driven by interest and enjoyment. However, the present results also indicate that employees with strong proactive personalities might not always be willing to share knowledge. For example, controlled motivation hinders employees' intentions to share knowledge when their goals are driven by anxiety or stress to fulfill an obligation or to avoid potential punishment. Unlike controlled motivation, autonomous motivation could sustain an employee's knowledge sharing intentions, because it is triggered by the intrinsic motives arising from an employee's self-interest. Our findings pointed out how the mediating roles of autonomous and controlled motivations vary in the relationships between proactive personality and knowledge sharing. Our use of motivation framework and self-determination theory help in understanding the distinctive effect of motivation (i.e., autonomous and controlled) on personality and knowledge sharing.

Furthermore, our study is the first to explore the relationship between proactive personality and knowledge sharing intention by considering the mediating effect of autonomous and controlled motivations. This study is to respond previous researchers' call for more studies that use additional measures of motivation, other than intrinsic or extrinsic motivation, to understand work outcomes (e.g., Gagné, 2009; Lin, 2007). Our findings confirm a strong association between knowledge sharing intention and proactive personality through the mechanism of motivation. The results indicate that autonomous motivation positively mediated the relationship between employees with strong proactive personalities and knowledge sharing intention, whereas controlled motivation negatively mediated the relationship between employees with proactive personality and their knowledge sharing intention. The findings provide evidence that autonomous motivation is not only directly associated with knowledge sharing, but also has a positive and significant mediation

effect on knowledge sharing intention. In contrast, controlled motivation is negatively associated with knowledge sharing, and also has a negative mediation effect on knowledge sharing intention. However, the mediating effects of autonomous and controlled motivations on employees' knowledge sharing intentions have been scarcely studied in the knowledge management and hospitality literature.

Moreover, this study extends the current understanding on proactive personality and a richer perspective of work outcomes. Existing literature has indicated that individuals with a strong proactive personality would act to improve their existing environment and create their desired one (Bateman & Crant, 1993; Kim et al., 2010; Kim et al., 2009). This finding implies that employees with strong proactive personality not only act to achieve personal goals, but also to benefit others through knowledge sharing and achieve organizational goals. Given that knowledge sharing is an extra-role, voluntary behavior (Nielsen et al., 2011), it is also an altruistic behavior which can improve the performance of an organization and benefit the organization in long run. For instance, when knowledge receivers (e.g., coworker, team member, firm) benefit from knowledge sharing, contributors (e.g., proactive people) are motivated by the enjoyment of helping others (Kankanhalli et al., 2005) through an autonomous motivation process. Our results indicate that proactive employees are strongly willing to act for their own benefit to achieve their personal goals, and that of altruistic behavior toward others and the firm as well to achieve organizational goals.

Managerial implications

This research provides several practical implications for hospitality and marketing managers. First, the recruitment and selection of employees are important for effective knowledge

sharing practices. The findings confirm that a proactive personality is positively related with employees' knowledge sharing intention. This research provides insights into the prominence of proactive personality in knowledge sharing practices and implementations. As previously mentioned, knowledge sharing is viewed as a voluntary and supplementary behavior (Nielsen et al., 2011) that depends on the active involvement of employees (Hislop, 2003). Employees' knowledge sharing intention is strongly required to intensify knowledge sharing practices and knowledge management system implementation. Therefore, we suggest that hospitality managers select and hire employees with strong proactive personality to be role leaders in knowledge sharing practices.

Second, a knowledge sharing culture should be established. Given that employees have strong proactive personalities, they may not always be inclined to share their experience and knowledge with others (Černe et al., 2014). Hotel managers should be familiar with means to enhance employee motivation toward knowledge sharing practices. The findings indicate that autonomous motivation has a positive and significant mediation effect on knowledge sharing intention. When employees feel that knowledge sharing practices are interesting and enjoyable, their autonomous motivation is enhanced, which drives them to initiate strengthening knowledge sharing practices. Thus, we recommend that managers establish a knowledge sharing culture that encourages collaboration, mutual support, information sharing, empowerment, and job autonomy. With this culture, they can enhance the motivation of employees through various means of support, such as empowering leadership and organizational modernity (Hon, 2011).

Lastly, organizations may encourage knowledge sharing practices by providing extrinsic rewards and setting policies and rules. However, the effectiveness of extrinsic rewards is questionable. We found that controlled motivation hampers the positive effect of proactive

personality on knowledge sharing practices. In support of our findings, research (e.g., Gagné, 2009; Gibbert & Krause, 2002) has reported that knowledge sharing behavior is hindered by controlled or coercive motivation. This result shows that extrinsic rewards or external pressures from policy makers may not be appropriate for promoting knowledge sharing practices. Extrinsic rewards, external pressure, or fear of rules and regulations may temporarily encourage knowledge sharing behavior; however, its sustainability and longevity is under question. In the workplace, employees may intend to share knowledge to fulfill organization's requirements. However, they may hide part of their knowledge from co-workers (Černe et al., 2014) when coerced into sharing their knowledge and not because they perceive knowledge sharing practices as interesting and enjoyable. Therefore, we suggest that organizations focus their resources on creating a knowledge sharing culture rather than providing extrinsic rewards or setting controlled or coercive policies and rules.

Limitations and directions of future research

Our research has several limitations that can serve as promising directions for future research. First, the role of knowledge receivers (e.g., coworkers) was excluded. This study examined the links among proactive personality, autonomous and controlled motivations, and knowledge sharing intention of knowledge contributors (e.g., proactive personality). However, knowledge sharing behavior relies strongly on the interaction between knowledge contributors and receivers (Connelly & Kelloway, 2003; Holste & Fields, 2010). The effectiveness of the exchange between knowledge recipients and contributors is crucial to the knowledge sharing process (Husted et al., 2012; Van Den Hooff & De Ridder, 2004). This interaction is essential in the hospitality industry that the organizations' performance heavily depends on the knowledge and experience of employees to enhance their competitive advantage and improve effectiveness

(Mohamed, 2016). Hotels are required to train their junior employees especially those newcomers with adequate knowledge, professional skills, and appropriate attitudes to provide quality service. However, the required skills and attitudes cannot be taught in formal lectures. Employees are required to build their skills and attitudes usually through on-the-job training, mentorship program, and observation. The interaction between junior and senior employees, such as supervisors and managers as role models, becomes important. Junior employees can learn appropriate attitudes and practical skills by looking to their senior colleagues for advice and knowledge. The interaction is only effective when both knowledge contributors and receivers engage in the knowledge sharing process. Therefore, we suggest that future research focus on investigating the interaction effectiveness between knowledge contributors and receivers in the hospitality context.

Second, the dependent variable (knowledge sharing intention) is based on self-assessment. However, employees' self-rating of perceptual or attitudinal measures should be better than other objective ratings because only respondents themselves can be able to answer their psychological status. For instance, employees' reports of their own intention to share knowledge may be more nuanced than those of their supervisors because employees are more aware of their own perceptual or feeling affecting their knowledge sharing tendency (Kim, Hon, and Crant, 2009). Likewise, supervisors may not be aware of the various forms of psychological intentions of their subordinates (Kim, Hon, and Lee, 2010). Nevertheless, future research needs to include more objective measures, such as supervisor or co-worker evaluations. Besides, our study indicated the importance of employees' motivation and proactive personality on knowledge sharing intentions. However, knowledge sharing intention is not the same as knowledge sharing behavior, even though it is widely proven that knowledge sharing intention is a significant antecedent of knowledge sharing behavior (e.g., Bock & Kim, 2001; Kuo & Young, 2008).

Finally, the data collection process was conducted in mainland China. Additionally, most of the survey participants in this study were Chinese, who worked in international hotel chains in China. The findings confirm that the dimension of autonomous and controlled motivation significantly mediate the influence of proactive personality on knowledge sharing in the Chinese hospitality context. Still, we recommend future researchers in other Asian countries to verify the generalizability of these findings because autonomous and controlled motivations are dimensions of self-determination theory developed in the Western context (Hon, 2011; Hon, 2012).

Although this study has several limitations, it significantly enriches the hospitality and tourism knowledge management literature in a number of aspects. Although knowledge manager has recognized an important dimension to retain human capitals in tourism context, the understanding of why some employees are willing to share knowledge but others don't is underdeveloped in tourism context, and tourism managers obviously don't know how to answer the above question. Thus, the current study extends our knowledge on the link between employee characteristics and knowledge sharing intention and provides evidence that why employees with a strong proactive personality have high knowledge sharing intentions. Moreover, this work proves that the mechanisms of autonomous and controlled motivation on the relationship between proactive personality and knowledge sharing intentions are significant and crucial. This study also supports a number of important implications for the knowledge management practices for tourism organizations. As knowledge management received considerable attention in recent information technology research (e.g., Law & Jogaratnam, 2005; Okumus, 2013), we believe that the proactive personality of hotel employees and intrinsic rewards are imperative for successful knowledge sharing practices and management implementation. In addition, hotels are suggested to create a positive knowledge sharing culture so that employees can gain autonomous satisfaction through

knowledge sharing behavior. This study also provides hotel managers with insights into the effectiveness of extrinsic rewards on knowledge sharing intentions. Hospitality managers should invest their resources into intrinsic reward and self-interest rather than extrinsic rewards because the knowledge sharing intention of proactive employees can be enhanced through autonomous motivation but not through controlled motivation in the long-term.

Reference

- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological bulletin*, 103(3), 411.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173.
- Barrick MR, Mount MK and Judge TA. (2001) Personality and performance at the beginning of the new millennium: What do we know and where do we go next? *International Journal of Selection and assessment* 9: 9-30.
- Bateman TS and Crant JM. (1993) The proactive component of organizational behavior: A measure and correlates. *Journal of Organizational behavior* 14: 103-118.
- Bock G-W, Zmud RW, Kim Y-G, et al. (2005) Behavioral intention formation in knowledge sharing: Examining the roles of extrinsic motivators, social-psychological forces, and organizational climate. *MIS quarterly*: 87-111.
- Browne, M. W., Cudeck, R., Bollen, K. A., & Long, J. S. (1993). Testing structural equation models. 136
- Cabrera A, Collins WC and Salgado JF. (2006) Determinants of individual engagement in knowledge sharing. *The International Journal of Human Resource Management* 17: 245-264.
- Černe, M., Nerstad, C. G., Dysvik, A., & Škerlavaj, M. (2014). What goes around comes around: Knowledge hiding, perceived motivational climate, and creativity. *Academy of Management Journal*, 57(1), 172-192.
- Chan, D. (2006). Interactive effects of situational judgment effectiveness and proactive personality on work perceptions and work outcomes. *Journal of Applied Psychology*, 91(2), 475.
- Chen, W. J., & Cheng, H. Y. (2012). Factors affecting the knowledge sharing attitude of hotel service personnel. *International Journal of Hospitality Management*, 31(2), 468-476.
- Connelly, C. E., & Kelloway, E. K. (2003). Predictors of employees' perceptions of knowledge sharing cultures. *Leadership & Organization Development Journal*.
- Davenport TH and Prusak L. (1998) *Working knowledge: How organizations manage what they know*: Harvard Business Press.
- Deci, E. L., & Ryan, R. M. (Eds.). (2004). *Handbook of self-determination research*. University Rochester Press.
- Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological inquiry*, 11(4), 227-268.

Deci, E. L., & Ryan, R. M. (2008). Self-determination theory: A macrotheory of human motivation, development, and health. *Canadian psychology/Psychologie canadienne*, 49(3), 182.

Dyer, J. H., & Nobeoka, K. (2000). Creating and managing a high-performance knowledge-sharing network: The Toyota case. *Strategic management journal*, 345-367.

Gagné M and Deci EL. (2005) Self-determination theory and work motivation. *Journal of Organizational behavior* 26: 331-362.

Gibbert M and Krause H. (2002) Practice exchange in a best practice marketplace. *Knowledge management case book: Siemens best practices*: 89-105.

Greguras GJ and Diefendorff JM. (2010) Why does proactive personality predict employee life satisfaction and work behaviors? A field investigation of the mediating role of the self-concordance model. *Personnel Psychology* 63: 539-560.

Hayes, A. F. (2017). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. Guilford publications.

Hislop, D. (2003). Knowledge integration processes and the appropriation of innovations. *European Journal of Innovation Management*.

Holste, J. S., & Fields, D. (2010). Trust and tacit knowledge sharing and use. *Journal of knowledge management*.

Hon, A. H. (2011). Enhancing employee creativity in the Chinese context: The mediating role of employee self-concordance. *International Journal of Hospitality Management*, 30(2), 375-384.

Hon, A. H. Y. (2012). When competency-based pay relates to creative performance: The role of employee psychological need. *International Journal of Hospitality Management*, 31(1), 130-138.

Hon, A. H., & Chan, W. W. (2013). Team creative performance: The roles of empowering leadership, creative-related motivation, and task interdependence. *Cornell Hospitality Quarterly*, 54(2), 199-210.

Hsu, C. L., & Lin, J. C. C. (2008). Acceptance of blog usage: The roles of technology acceptance, social influence and knowledge sharing motivation. *Information & management*, 45(1), 65-74.

Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural equation modeling: a multidisciplinary journal*, 6(1), 1-55.

- Jeung, C. W., Yoon, H. J., & Choi, M. (2017). Exploring the affective mechanism linking perceived organizational support and knowledge sharing intention: a moderated mediation model. *Journal of Knowledge Management*.
- Judge T and Bono J. (2000) Relationship of core self-evaluation with job satisfaction and job performances: A meta-analysis. *Journal of applied psychology* 86: 80-92.
- Judge, T. A., Bono, J. E., Erez, A. & Locke, E. A. (2005). Core self-evaluations and job and life satisfaction: the role of self-concordance and goal attainment. *Journal of Applied psychology*, 90, 257.
- Kim, T. Y., Hon, A. H., & Crant, J. M. (2009). Proactive personality, employee creativity, and newcomer outcomes: A longitudinal study. *Journal of Business and Psychology*, 24(1), 93-103.
- Kim, T. Y., Hon, A. H., & Lee, D. R. (2010). Proactive personality and employee creativity: The effects of job creativity requirement and supervisor support for creativity. *Creativity research journal*, 22(1), 37-45.
- Kim, T. T., & Lee, G. (2013). Hospitality employee knowledge-sharing behaviors in the relationship between goal orientations and service innovative behavior. *International Journal of Hospitality Management*, 34, 324-337.
- Kankanhalli, A., Tan, B. C., & Wei, K. K. (2005). Contributing knowledge to electronic knowledge repositories: an empirical investigation. *MIS quarterly*, 113-143.
- Koestner, R., Otis, N., Powers, T. A., Pelletier, L., & Gagnon, H. (2008). Autonomous motivation, controlled motivation, and goal progress. *Journal of personality*, 76(5), 1201-1230.
- Kuo, F. Y., & Young, M. L. (2008). Predicting knowledge sharing practices through intention: A test of competing models. *Computers in Human Behavior*, 24(6), 2697-2722.
- Law, R., & Jogaratnam, G. (2005). A study of hotel information technology applications. *International Journal of Contemporary Hospitality Management*.
- Lee, S. A., & Kim, S. H. (2017). Role of restaurant employees' intrinsic motivations on knowledge management. *International Journal of Contemporary Hospitality Management*, 29(11), 2751-2766.
- Lin, H. F. (2007). Effects of extrinsic and intrinsic motivation on employee knowledge sharing intentions. *Journal of information science*, 33(2), 135-149.
- McDermott, R., & O'dell, C. (2001). Overcoming cultural barriers to sharing knowledge. *Journal of knowledge management*.

- Millette, V., & Gagné, M. (2008). Designing volunteers' tasks to maximize motivation, satisfaction and performance: The impact of job characteristics on volunteer engagement. *Motivation and Emotion*, 32(1), 11-22.
- Mohamed, L. M. (2016). Assessing the effects of transformational leadership: A study on Egyptian hotel employees. *Journal of Hospitality and Tourism Management*, 27, 49-59.
- Nielsen, P., Rasmussen, P., Chiang, H. H., Han, T. S., & Chuang, J. S. (2011). The relationship between high-commitment HRM and knowledge-sharing behavior and its mediators. *International Journal of Manpower*.
- Okumus, F. (2013). Facilitating knowledge management through information technology in hospitality organizations. *Journal of Hospitality and Tourism Technology* 4, 64-80.
- Osterloh, M., & Frey, B. S. (2000). Motivation, knowledge transfer, and organizational forms. *Organization science*, 11(5), 538-550.
- Parker, S. K. (1998). Enhancing role breadth self-efficacy: the roles of job enrichment and other organizational interventions. *Journal of applied psychology*, 83(6), 835.
- Ryan, R.M., Deci, E.L., 2000. Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist* 55,68–78.
- Samad, S. (2007). Social structural characteristics and employee empowerment: The role of proactive personality. *International Review of Business Research Papers*, 3(4), 254-264.
- Schaffer, B. S., & Riordan, C. M. (2003). A review of cross-cultural methodologies for organizational research: A best-practices approach. *Organizational research methods*, 6(2), 169-215.
- Sedighi, M., van Splunter, S., Brazier, F., van Beers, C., & Lukosch, S. (2016). Exploration of multi-layered knowledge sharing participation: the roles of perceived benefits and costs. *Journal of Knowledge Management*.
- Senbeto, D. L., & Hon, A. H. (2020). Market turbulence and service innovation in hospitality: examining the underlying mechanisms of employee and organizational resilience. *The Service Industries Journal*, 1-21.
- Senbeto, L. D. & Hon, A. H. Y (2020). The impacts of social and economic crises on tourist behavior and expenditure: An evolutionary approach. *Current Issue in Tourism*, 23(6), 740-755. DOI: 10.1080/13683500.2018.1546674
- Shalley, C. E., Zhou, J., & Oldham, G. R. (2004). The effects of personal and contextual characteristics on creativity: Where should we go from here? *Journal of management*, 30(6), 933-958.

- Sheldon, K. M., & Gunz, A. (2009). Psychological needs as basic motives, not just experiential requirements. *Journal of personality*, 77(5), 1467-1492.
- Sheldon, K. M., & Hauser-Marko, L. (2001). Self-concordance, goal attainment, and the pursuit of happiness: Can there be an upward spiral? *Journal of Personality and Social Psychology*, 80, 152– 165.
- Sheldon, K. M., Turban, D. B., Brown, K. G., Barrick, M. R., & Judge, T. A. (2003). Applying self-determination theory to organizational research. *Research in personnel and human resources management*, 22, 357-394.
- Stenmark, D. (2001). Leveraging tacit organizational knowledge. *Journal of management information systems*, 17(3), 9-24.
- Taylor, A. B., MacKinnon, D. P., & Tein, J. Y. (2008). Tests of the three-path mediated effect. *Organizational research methods*, 11(2), 241-269.
- Thompson, J. A. (2005). Proactive personality and job performance: a social capital perspective. *Journal of Applied psychology*, 90(5), 1011.
- Tseng, S. M. (2017). Investigating the moderating effects of organizational culture and leadership style on IT-adoption and knowledge-sharing intention. *Journal of Enterprise Information Management*.
- Van den Hooff B and De Ridder JA. (2004) Knowledge sharing in context: the influence of organizational commitment, communication climate and CMC use on knowledge sharing. *Journal of knowledge management* 8: 117-130.
- Wang, S., Noe, R. A., & Wang, Z. M. (2014). Motivating knowledge sharing in knowledge management systems: A quasi-field experiment. *Journal of Management*, 40(4), 978-1009.
- Wu, L. Z., Kwan, H. K., Yim, F. H. K., Chiu, R. K., & He, X. (2015). CEO ethical leadership and corporate social responsibility: A moderated mediation model. *Journal of Business Ethics*, 130(4), 819-831.
- Yang, J. T. (2010). Antecedents and consequences of knowledge sharing in international tourist hotels. *International Journal of Hospitality Management*, 29(1), 42-52.
- Zhao, H., & Guo, L. (2019). The trickle-down effects of creative work involvement: The joint moderating effects of proactive personality and leader creativity expectations. *Personality and Individual Differences*, 142, 218-225.
- Zhao, H., Xia, Q., He, P., Sheard, G., & Wan, P. (2016). Workplace ostracism and knowledge hiding in service organizations. *International Journal of Hospitality Management*, 59, 84-94.

Figure 1
Research Model on Proactive Personality and Knowledge Sharing Intention

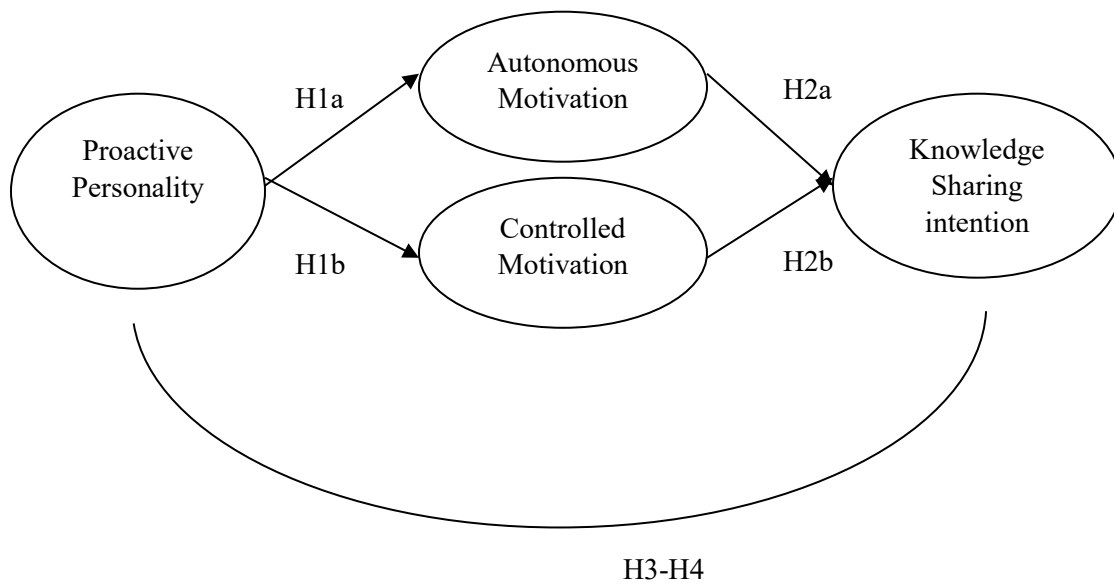


Figure 2
Research Model on Proactive Personality and Knowledge Sharing Intention

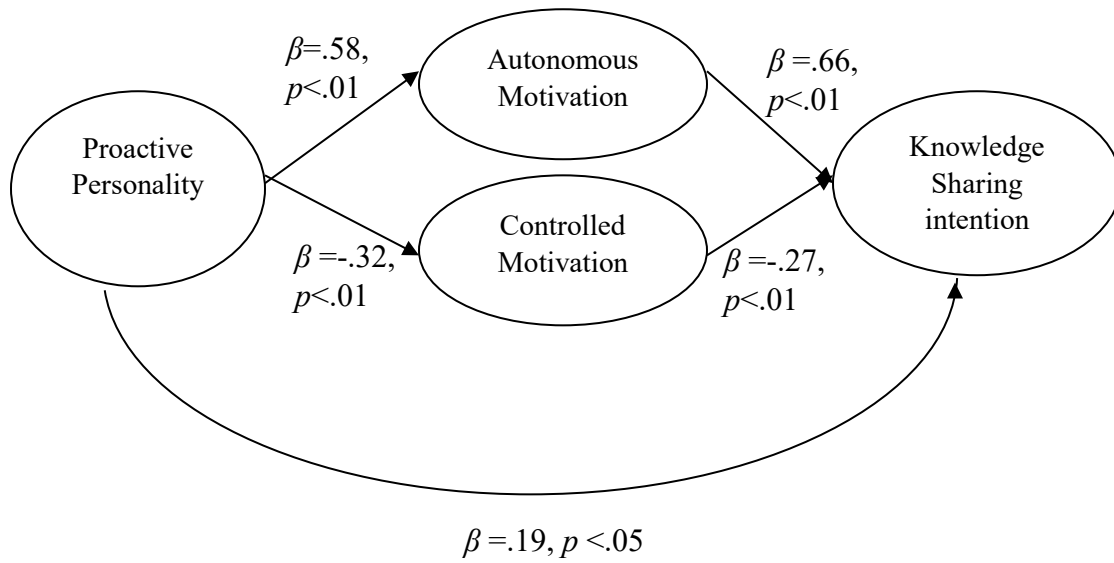


Table 1
Means, Standard Deviations and Correlations of Study Variables

Variable	M	SD	1	2	3	4	5	6	7
1. Proactive personality	3.74	0.69	(.81)						
2. Autonomous motivation	3.95	0.79	.39**	(.84)					
3. Controlled motivation	3.14	0.88	-.24**	.27**	(.73)				
4. Knowledge sharing intention	3.87	0.79	.21**	.48**	-.28**	(.89)			
5. Age	24.7	0.75	.02	-.04	.14*	.07	-		
6. Gender	1.66	0.47	.01	.03	-.07	-.03	-.19*	-	
7. Education	1.90	0.97	.04	.06	.17*	.04	.11	.02	-
8. Year(s) in present company	3.10	1.24	.08	-.03	.08	.04	.32**	-.07	-.12*

n=363; * $p < .05$; ** $p < .01$. Scale Reliabilities on the diagonal

Table 2
Summary of Model Fit Indices

Model Test	χ^2	<i>df</i>	<i>CFI</i>	<i>GFI</i>	<i>TLI</i>	<i>RMSEA</i>
1. Independent model	1892.32	235				
2. Measurement model	323.43	121	.95	.94	.95	.07
3. Hypothesized model (Figure 1)	358.65	125	.97	.96	.97	.07
4. Alternative model: Additional direct paths from proactive personality to knowledge sharing (Figure 2)	367.29	129	.91	.90	.91	.08

χ^2 values for the measurement and structural models are significant at $p < .01$.

Table 3
Summary of Hypotheses and Results

Hypothesis	Result
Hypothesis 1a: Autonomous motivation is positively related to knowledge sharing intention.	Supported
Hypothesis 1b: Controlled motivation is negatively related to knowledge sharing intention.	Supported
Hypothesis 2: A proactive personality is positively related to knowledge sharing	Supported Supported
Hypothesis 3a: Proactive personality is positively related to autonomous motivation.	Supported
Hypothesis 3b: Proactive personality is negatively related to controlled motivation.	Supported
Hypothesis 4a: Autonomous motivation mediates the relationship between a proactive personality and knowledge sharing.	Supported
Hypothesis 4b: Controlled motivation mediates the relationship between a proactive personality and knowledge sharing.	