Factors affecting knowledge sharing, stress and team building of industrial sector of Pakistan

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Abstract

Effectiveness is an essential ingredient of the organization. Organization's effectiveness is affected if organizations knowledge sharing, stress and team building are affected by other factors those are resulting in decrease organization's effectiveness. This research paper examined major factors affecting organizations knowledge sharing, stress and team building among the managers and employees of different industries of Gujranwala, Pakistan. A questionnaire was used to extract the information that is used to classify organizations into hypothesized segments via Parsons moment correlation and also by using ANOVA and coefficient tests. Those factors which affect the organization's effectiveness are a burden of work, Lack of leadership skills and Lack of communication skills. These findings help the managers to realize how fair judgments have a valuable workforce in the course of improving team building and knowledge sharing in organizations effectiveness.

Keywords: Organizations effectiveness, knowledge sharing, stress, team building

Introduction

Knowledge sharing creates opportunity to capitalize on the institute's ability to meet those needs and generates solutions and efficiency that provide a business with a competitive benefit (Reid, 2003). Knowledge sharing can define as a social interface culture, involving the exchange of employee knowledge, experiences, and skills through the whole area or organization. Knowledge sharing comprises a set of shared understandings associated to providing employees access to relevant information and building and using knowledge networks within organizations (Hogelet al., 2003). A firm can effectively encourage a knowledge sharing traditions not only by directly incorporating knowledge in its business policy, but also by shifting employee attitudes and behaviors to support willing and consistent knowledge sharing (Connelly and Kelloway, 2003; Lin and Lee, 2004). Knowledge management seems to have gained prominence from around 1995 (Snowden, 2002). Moreover, Parirokh et al. (2008) note how researchers from different disciplines have stressed the significance of knowledge management for organizational success. Of course, this idea of a social gap for knowledge formation and sharing is not new. Bourdieu's concept of habitués shows the conditions for the production and reproduction of some forms of knowledge. Dodd et al. (2010) showed how small firms engaged in a particular habitués to share information that became useful knowledge. Patrick and Dotsika (2007) claim that sharing adds value, while Lin (2007) argues that knowledge sharing creates opportunities to enhance competitive edge. Knowledge is commonly recognized as a significant economic resource in the present global economy and it is increasingly becoming proof that organizations should own the right kind of knowledge in the desired form and perspective to be successful. Knowledge management (KM) is a discipline that is still developing. Also, the KM concept is still understood as information management and is attached with technological solutions, such as inranets and databases (Marr, 2003).

Studies point out that the focus of most KM studies was on organizational culture and technology from the decision-making management perspective with few studies examining issues such as trust, relations, rewards, and inspiration system from non-executive employee’s perspective. Today’s economy is showing the importance of knowledge and intellectual capital to organizations. Current trends have given birth to new concepts such as “knowledge map” (Robertson, 2002) and “knowledge broker firms” (Hargadon, 1998). Through the centuries, knowledge sharing has been of benefit to both individuals and groups (Reid, 2003). Although there are many benefits connected with knowledge sharing (Kautz and Mahnke, 2003), in today’s dynamic worldwide economy, knowledge is viewed as a key strategic and competitive resource by organizations, and effective management of individual knowledge within the workplace has become serious to business success (Cohen and Leventhal, 1990; Grant, 1996; Ipe, 2003). An organization that does not have formal knowledge sharing practices in place fails to control its employees’ intellectual capital for business improvement and enlargement. Adopting new ways of organizing existing knowledge and creating new knowledge can mean a change in the playing field for employees. Such changes can cause employees believe that the components of their mental contracts have been altered. In management education, students have to undergo a Summer Internship Project (SIP) in organizations to enhance learning and
Implementing stress management intervention is not a simple one. Cheerfulness and stress management. Bradley and Sutherland (1994, p. 4) highlight how "the task of selecting and manager working in a matrix organizational structure whilst building complex, dangerous IT artifacts. Soft skills span skills. Basically, the PMBOK focuses on hard skills. This research focuses on the soft skills required by an IT project manager project supervisor can be categorized as hard skills and soft skills. The competencies of an IT project manager project supervisor can be categorized as hard skills and soft skills. The competencies of an IT project manager working in a matrix organizational structure whilst building complex, dangerous IT artifacts. Soft skills span a wide range of personal and emotional dimensions and the skills of interest in this research are levels of cheerfulness and stress management. Bradley and Sutherland (1994, p. 4) highlight how "the task of selecting and implementing stress management intervention is not a simple one".

Stress is indefinable. However, it comes with some indication such as weight gain or loss, broadmindedness to anger, sleeplessness, frequency headaches, nervous relationships, weariness, and low productivity (Hanes, 2002). Stress has always been an essential part of our daily life since mature times. Stress was there when our predecessors were required to fight or flight for their survival. In modern times, stress plays an important role in how successful or unsuccessful we are in our useful work activity, and in general in enjoying our lives.

During stressful surroundings the body reacts in special manners to get ready itself for the action that it is frightening us. Our body increases the breathing, level of adrenaline, production of coagulants in the blood, heart rate and resulting blood pressure, among other physical and element reactions. This is in training for a fight or flight condition which in primordial environments the human body was expected to react. (Victor M. Rojas and Brian H. Kleiner). The competencies of an IT project manager project supervisor can be categorized as hard skills and soft skills. Basically, the PMBOK focuses on hard skills. This research focuses on the soft skills required by an IT project manager working in a matrix organizational structure whilst building complex, dangerous IT artifacts. Soft skills span a wide range of personal and emotional dimensions and the skills of interest in this research are levels of cheerfulness and stress management. Bradley and Sutherland (1994, p. 4) highlight how "the task of selecting and implementing stress management intervention is not a simple one".

Moreover, the Process of development and designing interventions must be systematically observed and discussed, and provision made for the evaluation, not only of the outcomes, but also of the execution process, to allow for both strengths and weaknesses to be assessed (Cox et al., 2002; Dugdill and Springett, 1995). According to some judgment, humankind looses 100 million workdays every year due to the result of stress. What matters more, 50 to 75 per cent of today's diseases are related to stress. The European Agency for Health and Safety at Work states that stress within institution is the second most frequent difficulty and affects as many as 28 per cent of employees. On the basis that managers are very important for managing stress in the workplace, it is important that we understand exactly what a manager should (and should not) be doing to stop and shrink workplace stress. The research proofs to support managers in this area has, until recently, been bare. However, new research by psychologists from Goldsmiths, University of London and Affinity Health at Work has started to clarify the important behaviors (Emma Donaldson-Feilder, Jo Yarker and Rachel Lewis). Of the various job-related hazards, job stress (JS) has surfaced as one of the most serious in modern times in industrialized countries; and suffer exhaustion has been found to be common in people-oriented professions such as health care workers (Jamal and Baba, 2000). Terminology in the reporting of stress research is also both puzzling and incompatible. The terms stress and tension are often used rather than the earlier terms stressor and stress to designate environmental forces and the individual's responses, respectively. Adding to this mystification is the semantic shift that seems to have occurred by which stress, which Selye (1964) originally defined as an inevitable result of living, has become identical with distress (Le Fevre et al., 2003), the negative, perhaps even maladaptive reply to some of the demands of life.

This leaves us bereft of any term to use for those responses to the pressures or demands of life and work that are positive or adaptive. When a person feels there is a risk in life (whether that risk is physical, emotional, psychological or social) the body's protection system kicks into action. This action was named the "flight or fight" response by physiologist Walter B. Cannon. As stated, we focus on the inventive behavior of employees and the role leaders Participate in enabling and enhancing such behavior. Prior work has indicated that Employees' innovative behavior depends very much on their dealings with others in the workplace (Anderson et al., 2004; Zhou and Shalley, 2003).
The first key to focus on is building and maintaining relationships. Relationships need to be built and maintained between you, the leader and each team member as well as among team members. When you worked side-by-side with colleagues, you got to know each other almost without realizing it. You would have a cup of coffee or lunch together. Or, you would notice a picture of someone’s children on their desk and ask about them. You did not think about building relationships – you just did it. Susan K. Gerke in today’s increasingly competitive business environment the need to differentiate and achieve more with less should be a primary focus of forward-thinking organizations. Executives know this and constantly search for ways to become more innovative and create more efficient processes. One very important tool available to executives and managers in this search is team development and deployment. By understanding and implementing teams in the most effective way possible, companies will improve their chances of success.

A well performing team will create additional value to a company by combining individuals’ strengths and take advantage of synergies that may exist, thereby making the whole greater than the sum of its parts. Yair Holtzman Worldwide Trade Partners, White Plains, New York, USA, and Johan Anderberg. This paper summarizes the findings of a study investigating the influence of team composition on team performance in situations of differing task complexity. A review of the literature on teams suggested that team composition has an effect on team performance (e.g. Higgs, 1999a, b; Dulewicz, 1995; West, 1994), however, not all studies come to the same conclusions, in particular when further factors are considered (e.g. Staehle, 1999; West, 1994). Krech et al. (1962) identified a number of variables, which have an influence on team performance, which they grouped into four categories: structure variables (e.g. team size, characters, talents, etc.), simulative environmental variables (e.g. functional position of the group), and task-related variables (e.g. type of task, restrictions (e.g. time)) as main categories. The fourth group is called intervening variables (e.g. type of leadership, internal personal relations, level of interaction, etc.), which are directly related to the first three categories. Other studies have shown that teams, which are very successful, consist of a highly heterogeneous membership (e.g. Staehle, 1999).

However, in almost all cases the task the teams were faced with was of complex nature and required high levels of creativity. Other studies (e.g. Corso, 1993) indicate that high levels of heterogeneity within a team lead to high levels of conflict, which is counterproductive. In these cases, however, the tasks were of rather simple nature (often tasks which could have been resolved by a single person and/or run under laboratory conditions). The study carried out for this paper investigates the effect of team composition of teams in a real world setting. A comparison of the teams and the nature of their tasks enabled grouping by complexity categories. Analyses of performance were then conducted and related to team composition. A comparison of the trends between the complexity categories was used to explore the influence of task complexity as a factor impacting on team performance. The study reported was carried out at Ford Motor Company in the body Construction Shop (Manufacturing) in Cologne and in Diesel Engineering Product development in Dunton. In total, 28 teams with over 270 employees were included in the study. In today’s increasingly competitive business environment the need to differentiate and achieve more with less should be a primary focus of forward-thinking organizations. Executives know this and constantly search for ways to become more innovative and create more efficient processes. One very important tool available to executives and managers in this search is team development and deployment. By understanding and implementing teams in the most effective way possible, companies will improve their chances of success. A well performing team will create additional value to a company by combining individuals’ strengths and take advantage of synergies that may exist, thereby making the whole greater than the sum of its parts Susan K. Gerke.

The finding of this paper investigate the impact of team on team presentation in different assignment difficulty situation. Literature review on team offer that composition of team has an impact on performance of team(e.g. Higgs, 1999a, b; Dulewicz, 1995; West, 1994). The key of team to consider is relationship maintaining and building, the need of relationship is that to maintain relationship between you, member of team and as well as team leader. When you work outside the organization, you should very familiar with colleagues without feeling it, have a cup of tea and lunch together you did not think that we build a relationship just did it Susan K. Gerke. As business culture becoming more competitive that enhance the desire to differentiate and gain more with little. The management continuously find ways to become more and more creativity produce more efficient processes. Important tools for management are available in this paper which are team deployment and employment companies can get better result by understanding the nature of team and implementation of team in effective manner. Teams that performs well generate additional values for companies by the combination of strength of team. To assess the major factors affecting knowledge sharing, stress and team building among the managers and employees of different industries of Gujranwala, Pakistan

Literature Review
The results revealed that individual two factors (knowledge self-efficacy and enjoyment in helping others) and one more organizational factor (the support of top management) significantly influence the knowledge sharing process. The results also showed that employee’s willingness to collect and donate knowledge enables the firm to improve its innovation capability. (Lin, 2007) Result showed that operational success of these two companies lies in information and knowledge. Knowledge and application of knowledge is important to their competitive advantage. Very useful information systems are developed in these companies. By efficient methods they trap the existing external knowledge. Evidence showed that national information systems were immature. In development of Tunisia, authors attributes this level and also for the understanding of firm owners. (Harbi, et al., 2011) The results of study showed that issues relating to usability and availability of technology, support of leadership and motivating structures have influence on knowledge sharing. Study also showed that concern about losing power and job insecurity does not affect employee’s willingness to share knowledge. (Han, et al., 2007) This research showed the potential factors effect on knowledge sharing behavior. Self-efficacy and reciprocal relationships have a positive impact on attitudes towards knowledge sharing while extrinsic rewards did not showed good relationship with these variables. Organizational climate has a positive impact on knowledge sharing.

The communication technology and information level also showed positive a impact on knowledge sharing behavior. TPB elements have significant relationships between them. (Tohidinia, et al., 2010) The psychological factors that influences knowledge worker attitude for sake of sharing knowledge are easy to check but managing them is a challenge. Such workers psychological contracts must be properly assessed by managers. At different stages of employment different psychological contracts exist between the employees. Several precautions for managing these psychological contracts we offered. (O’Neill, et al., 2007) Literature shows that there are no programs that are mainly developed for opinion leaders which may help them to acquire capabilities. (Smith, 2005) Setting up of the digital store is simple, Assembling of documents into the stores, inspiring them with metadata, setting up of suitable exploratory indexes has to be done for efficient recovery of information. Little bit knowledge of computers and Greenstone software is essential. (Doctor, 2007) Survey reports showed that knowledge sharing behavior affects the efficiency of ISSP. Knowledge sharing behavior of stake holders of ISSP process were also influenced by some factors. (Pai, 2006) Setting up of the Institutional storehouse is difficult, requiring technological knowledge of different software. Construction of community and collection, storing of documents into the store, elevating them with metadata are necessary for proficient recovery of information. Some information of computers and D Space software is necessary. (Doctor, et al., 2008) The outcome showed that organizational environment extensively influence perceived relative benefit, compatibility, and complication, which in turn optimistically affected the intention to support knowledge sharing. Similar to prior studies, this study found that IT support did not extensively affect the three improvement characteristics of knowledge sharing. (Lin, et al., 2006)

Organization stress stated that stress is a condition of physical and mental strain emendation wear that can the result perceived threat, fear etc. this stress is negative this type of stress bad effect on employee. Sometime stress will result of high performance this type of stress is handle effectively positive effect on employee work. (H. Kleiner & Yi-Ping, 11/12 2005) describe the positive stress you are working in an organization at the end of the work day leave work in the office. Make very difference b/w work and home. you are enjoy life at home with different perspective from work, for the next day things at work will be the same and those same stress waiting for you, your temporary shift of environment has given you a fresh mind to look at things differently and more effectively (Rojas & Kleiner, 2001). Stress is influence on the Success of project both positively and negatively like in IT project To improve their chances of project success, it was concluded that IT project managers should have a positive but realistic degree of optimism based on a well-accepted project plan. During the work on the project team should expect and embrace stress this should be carefully managed. (Smith, Bruyns, & Evans, 2009) Major changes are currently taking place within the organizations; staff is distrustful of management lack of resources and difficulties translating the finding into action. Major factor of success is strong commitment from senior management, participating of staff with willingness taking responsibilities and time frame agreed at the outset of the project. If want success with in time then provide facilities (Coffey & Dugdill, 2009). It found that individual vary consider in his ability to organize stress. To affect stress management abilities, all appear Self-perception, locus of control, type A or B behavioral patterns and flexibility or rigidity (Treven, Kolt, & Matheny, 2006). Now a day’s stress is becoming a more common issue in our society because of extensive periods of economic crisis occur, international rivalry and industrial
changes high rate of inflation and low rate of pay wages due to this all factors the employee cannot perform well in work place. Organizations Reducing stress in the workplace will give to the quality of work life and help you to move your company forward this is responsibilities of company management for well being for his org and employee if reduce stress in work place (Carr, Kelley, Keaton, & Albrecht, 2011).Result show that 13 relevant leadership behaviors. It is also including, creative behavior is basic in such firms, and it has received very little attention from researchers. Supervisor influences employees’ innovative behavior both through his planned actions aiming to motivate idea creation, application and general daily behavior (Jong & Hartog, 2007).

Findings describe that companies have much to attain from utilizing teams and teamwork within and outside the organization. Success can be achieved easily if the team has certain basic characteristics. In addition, a different team composition could increase efficiency, quality, and innovation. By coordinating and relationship with external parties companies can remove the limitation of internal resources and gain competitive advantage, maximum profitability and greater chances for long-term survival. (Holtzman, Yair; Partners, Worldwide Partners; Plains, White, 2011).Results show that the main solution is that dynamic leadership requires equal good management and leadership skills that close together requires. However, in the dynamic environment, leaders must be more well-advised and smooth full about building relationships and trust and in communicating (Gerke, 2006).He Stated that some of the important points were made for the requirement of direct testing, for the team to own the numbers and targets, and for open communications. (Denton, 2006).stated that a qualitative case study has conducted on 172 employees of a specific manufacturing company the core findings of that particular case study are, that interpersonal relationship in smaller groups of people are better quality than large one (umanski, et al., 2007)The result of the study clearly describe the relationship between team work, difficulty of work and team presentation. Dynamic was found to absolutely related to performance for difficult assignments and negative for simple (Higgs, Malcolm; Plewnia, Ulrich; Ploch, Jorg, 2005)The three dimensional model of teamwork is adopted from the belbin team role model Andia's team pyramid model, Thompson et al.’s team process evolution model, and original works of the authors as a doctoral learning team with the University of Phoenix(Yeh, 2006).Study found that leaders plays basic role in facilitating the changing that occurs in system, influencing the degree and rate at which the members of the organization learn. There are two intervening factors as reflection and dialogue have been found to be the leitmotif of learning and knowledge working together in the organization (Yeo, 2006).

The significance of imported ideas reported were the challenges of leadership, managing real aspect of communication, developing faith and trust. pool of ideas continuously manage the task, people, language, cultural problems and lastly the matrix (Oertig, Margaret; Buergi, Thomas, 2006).The finding urged the collection of different factors that leads to successful relationships and build the base of proposed knowledge. Literature review and prior interviews provide examples of priorities and lesson educated in creating relationship in onward (Kumaraswamy, Mohan M; Ling, Florence Y Y; Anvuur, Aaron M; Rahman, M Moti, 2007). The imported result of the project were to extract more reliable and detailed understanding of issues within the process of business that led to employee engagement, improving performance, cost saving and furthermore identifying potential saving (Briggs, 2011).

Burden of work

Burden of work on employees increases their stress. There are many reasons that increases burden of work such as late coming of employee, mismanagement of work by employee, improper working environment, improper division of work, employees personal work load at home. As discussed above burden of work on employee's increases their stress and as a result of stress working capabilities of employees decreases and ultimately organizations effectiveness will be affected.

Lack of leadership skills

Leadership skills play important role in team building. Lack of leadership skills is a big problem for organizations and this problem occurs due to many reasons such as not proper selection of employees on merit, biasness of top management towards their like one, not proper training programs for employees within or outside the organization. If managers are not properly skilled they wouldn’t be able to lead the team in effective manner.

Lack of leadership skills results in poor management in organization. If managers are not skilled they would not be able to create a proper working environment with in the organization and as a result organizations effectiveness will be affected.

Lack of communication
Lack of communication problems occurs in those organizations where proper working atmosphere is not available, language problems, lack of communication skills, burden of work, no training programs arranged by the organizations, lack of courage, lack of motivation, no proper programs to boost up the confidence of employees.

Due to lack of communication no proper knowledge is shared among the employees. Employees are not fully awarded of proper techniques and working conditions and as a result, their working capabilities decreases.

Hypothesis
1. Behavior of managers has significant effect on organizations effectiveness
2. Knowledge sharing has significant effect on organizations effectiveness
3. Employee Empowerment has significant effect on organizations effectiveness

Methodology
a) Sample
The population for this study composed of managers and employees. The target population of the study was managers and employees of different industries of Gujranwala, Pakistan. Sample size for the study was 159. A survey instrument in the form of close ended questionnaire was developed for the purpose of collection of data for the study. A total of 159 respondents were selected as a sample of the study from different industries. These respondents are from the various sectors in order to give better mixture about behavior of managers, knowledge sharing, and employee empowerment. The participants were 29% female and 71% male.

b) Instrument Development
Instrument used in this study was composed of 3 parts. The first part deals with knowledge sharing, second part deals with team building and third part deals with job stress. Jamal and Baba (1992) scale has been used for the measurement of knowledge sharing, team building and job stress indicate 1 “strongly disagree”, 2 “disagree”, 3 “neutral”, 4 “agree”, 5 “strongly agree”.

Analysis & Discussion
To observe the factors affecting knowledge sharing, stress and team building Pearson’s moment correlation was analyzed to test. Linear regression was conducted. Descriptive statistics was also computed to analyze the tendency of the respondents and Cronbachs alpha was measured to test the reliability of the analysis.

In table 1 mean value of team building is 3.78 that show the positive tendency of the respondents. 3.78 is close to 5 that shows team building have significant role in organizations while .52 is the standard deviation that shows 52 % variation among respondents where as alpha is .49 that shows 49 % reliability of survey. Table 1 shows team building is strongly correlated with organizations effectiveness. 3.52 is close to 4 that shows team building increases knowledge sharing while 0.74 is the standard deviation that shows total variation among responses where as alpha is 0.48 that shows 48 % reliability of the survey about knowledge sharing of the respondents. Table 1 shows knowledge sharing is strongly correlated with organizational effectiveness and also significant correlate with rest of the variables. 2.58 is close to 3 that shows respondents were moderate in their responses about job stress while 1.34 is the standard deviation that shows variation among responses where as alpha is 0.98 that shows 98 % reliability of the survey about job stress in the organizations. Table 1 shows job stress is strongly correlated with organizations effectiveness and also significant correlate with team building. To test the relationship of team building, knowledge sharing and job stress linear regression is applied while to test the normality of data and nature of correlation Durbin Watson is also applied.

Table 2 shows R=0.210 shows 21.0 % variation in team building, knowledge sharing and job stress. R square is the coefficient of determination which shows that 4.4 % total variation with its linear relationship of team building and job stress. Durbin Watson test is used to test the nature of correlation whether it is positive autocorrelation, negative autocorrelation and zero autocorrelation. Since value of “d” is less than 2 it means there is positive autocorrelation.

Table 3 of ANOVA shows level of significance since the value of “p” is less than .05 so it is accepted that role of team building and knowledge sharing in organizations effectiveness is highly significant.

In Table 4 A= 3.575 is the average of job stress when team building is zero.
### Table 1: Pearson's moment correlation N= 159

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Alpha</th>
<th>TB</th>
<th>KS</th>
<th>JS</th>
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</thead>
<tbody>
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<td>Team building (TB)</td>
<td>3.78</td>
<td>0.52</td>
<td>0.49</td>
<td>1</td>
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<td></td>
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<tr>
<td>Knowledge Sharing (KS)</td>
<td>3.52</td>
<td>0.74</td>
<td>0.48</td>
<td>0.69</td>
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<td></td>
</tr>
<tr>
<td>Job Stress (JS)</td>
<td>2.58</td>
<td>1.34</td>
<td>0.98</td>
<td>.210**</td>
<td>-0.13</td>
<td>1</td>
</tr>
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</table>

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

### Table 2: Model Summary

<table>
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<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
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<tr>
<td>1</td>
<td>.210a</td>
<td>.044</td>
<td>.032</td>
<td>.51445</td>
<td>1.129</td>
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</table>

a. Predictors: behavior of managers, knowledge sharing, employee empowerment

b. Dependent variable: organization effectiveness

### Table 3: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
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<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>1.912</td>
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<td>.956</td>
<td>3.613</td>
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<tr>
<td></td>
<td>Residual</td>
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<td>156</td>
<td>.265</td>
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<td></td>
<td>Total</td>
<td>43.199</td>
<td>158</td>
<td></td>
<td></td>
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</tbody>
</table>

Predictors: behavior of managers, knowledge sharing, employee empowerment

Dependent variable: organization effectiveness

### Table 4: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
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</thead>
</table>
### Table 1: Regression Results

<table>
<thead>
<tr>
<th></th>
<th>B</th>
<th>Std. Error</th>
<th>Beta</th>
<th>Tolerance</th>
<th>VIF</th>
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<tbody>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>3.575</td>
<td>.227</td>
<td>15.784</td>
<td>.000</td>
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<tr>
<td>Knowledge Sharing</td>
<td>-.003</td>
<td>.056</td>
<td>-.004</td>
<td>-.051</td>
<td>.959</td>
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<tr>
<td>Job Stress</td>
<td>.082</td>
<td>.031</td>
<td>.210</td>
<td>2.656</td>
<td>.009</td>
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</table>

### Practical implications

This study provides some course of action to managers to understand how to enhance organizations effectiveness by team building and knowledge sharing. The research findings signify the importance to consist of the management of both fair procedures and reasonable outcomes. These findings help the managers to realize how fair judgments have valuable workforce in the course of improving team building and knowledge sharing in organizations effectiveness.

### Limitations and Future research

Team building is considered as a significant factor for the effectiveness of the organization and their employees. Therefore a further research should be examined in other sectors for more real results. Future research should also effort to achieve a larger population sample size. Future researchers can get better the general application of this study by replicating these outcomes using other statistical tools and methods. Future research should also focus on screening the most effective approaches of employee empowerment and knowledge sharing in developing countries by organizational perspective.

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