

RGC Ref. No.: UGC/FDS15/B02/14 _____ (please insert ref. above)
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**RESEARCH GRANTS COUNCIL
COMPETITIVE RESEARCH FUNDING SCHEMES FOR
THE LOCAL SELF-FINANCING DEGREE SECTOR**

FACULTY DEVELOPMENT SCHEME (FDS)

Completion Report

(for completed projects only)

<p><u>Submission Deadlines:</u></p> <ol style="list-style-type: none"> 1. Auditor's report with unspent balance, if any: within six months of the approved project completion date. 2. Completion report: within 12 months of the approved project completion date.
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Part A: The Project and Investigator(s)

1. Project Title

In-role and extra-role knowledge sharing among information technology professionals:

A self-determination perspective

2. Investigator(s) And Academic Department(s) / Unit(s) Involved

Research Team	Name / Post	Unit / Department / Institution
Principal Investigator	CUI Xiling/Assistant Professor	Department of Business Administration/ Hong Kong Shue Yan University
Co-Investigator(s)	DU Timon Chih-Ting/Professor	Department of Decision Sciences and Managerial Economics/The Chinese University of Hong Kong
Co-investigator(s)	PENG Zhengmin/Associate Professor	Department of Business Administration/ Hong Kong Shue Yan University
Others	N.A.	N.A.

3. Project Duration

	Original	Revised	Date of RGC / Institution Approval <i>(must be quoted)</i>
Project Start Date	January 1, 2015	N.A.	N.A.
Project Completion Date	December 31, 2016	April 30, 2017	December 9, 2016

Duration (<i>in month</i>)	24	28	N.A.
Deadline for Submission of Completion Report	December 31, 2017	April 30, 2018	N.A.

Part B: The Final Report

5. Project Objectives

5.1 Objectives as per original application

1. *To confirm that two different forms of knowledge sharing behaviour (in-role and extra-role KS) exist among information technology professionals.*
2. *To build a nomological network of the two forms of knowledge sharing behaviour based on self-determination theory.*
3. *To explore the different effects of the antecedents of the two forms of KS behavior.*
4. *To explore the different effects of the two forms of knowledge sharing behaviour on group and organisational performance.*

5.2 Revised objectives

Date of approval from the RGC: N.A.

Reasons for the change: N.A.

- 1.
- 2.
3.

5.3 Realisation of the objectives

(Maximum 1 page; please state how and to what extent the project objectives have been achieved; give reasons for under-achievements and outline attempts to overcome problems, if any)

All the four research objectives are fully achieved. For #1, we confirm that two different forms of knowledge sharing behaviour (in-role and extra-role KS) exist among information technology professionals, publishing two papers with one in journal and one in conference proceedings for this objective. For #2, we have built a nomological network of the two forms of knowledge sharing behaviour based on self-determination theory. To achieve objective #3 and #4, we examined the different effects of the antecedents of the two forms of KS behavior and explore the different effects of the two forms of knowledge sharing behaviour on group and organizational performance respectively. We have found that a variety of antecedents of two forms of KS behavior act important roles, and we also found that group and organizational performance are enhanced by two forms of knowledge sharing behavior.

5.4 Summary of objectives addressed to date

Objectives <i>(as per 5.1/5.2 above)</i>	Addressed <i>(please tick)</i>	Percentage Achieved <i>(please estimate)</i>
1. <i>To confirm that two different forms of knowledge sharing</i>	√	100%

<i>behaviour (in-role and extra-role KS) exist among information technology professionals.</i>		
<i>2. To build a nomological network of the two forms of knowledge sharing behaviour based on self-determination theory.</i>	√	100%
<i>3. To explore the different effects of the antecedents of the two forms of KS behavior.</i>	√	100%
<i>4. To explore the different effects of the two forms of knowledge sharing behaviour on group and organisational performance.</i>	√	100%

6. Research Outcome

6.1 Major findings and research outcome

(Maximum 1 page; please make reference to Part C where necessary)

In the first paper, the PI has found that among IT professionals, openness to experience, conscientiousness, agreeableness, and neuroticism influence in- or extra-role knowledge sharing. Unexpectedly, extroversion has no effect on either, indicating the unique behavior of IT professionals compared with others. Both in- and extra-role knowledge sharing are also found to have significant effect on team cohesion. This work was first submitted to the prestigious conference, PACIS, in 2016. However, it got rejected because the PACIS that year was very competitive. Then, it was submitted to ICMLM and got accepted. Based on the comments from the conference, the PI revised the work and submitted it to a well-respected international journal in Information Systems field, *International Journal of Information Management*. After rounds of revision, the paper got accepted and published.

Please refer to my published journal paper “In- and extra-role knowledge sharing among information technology professionals: The five-factor model perspective” in *Part C* and Appendix 1 for your reference.

6.2 Potential for further development of the research and the proposed course of action

(Maximum half a page)

Together with the two Co-Is, the PI worked on the second paper. We study the effects of antecedents of two forms of knowledge sharing behavior and the influences of these behaviors on team creativity. We have found that different rewards affect two forms of knowledge sharing behavior differently. We also confirm the significant effects of two forms of knowledge sharing behavior and team creativity, which contributes to group and organizational performance. The paper entitled “Which is more important for in-role and extra-role knowledge sharing among IT professionals: Intrinsic or extrinsic rewards?” has been submitted to the *Journal of Association for Information Systems* that is also a well-respected international journal. Please see Appendix 2.

7. Layman’s Summary

(Describe in layman’s language the nature, significance and value of the research project, in no more than 200 words)

This project aims to strengthen our understanding on how different form of knowledge sharing behavior can be increased with different rewards or individuals’ personality characteristics among IT professionals. Furthermore, in addition to antecedents of two form of knowledge sharing behavior, we are also interested to investigate how different form of knowledge sharing behaviors among employees facilitate group and organizational performance. We hope the implications derived our project contribute to the current knowledge management and organizational behavior research as well as help IT managers to devise training and task assignment strategies for employees according to different rewards and personality traits to enhance their performance in the organizations.

Part C: Research Output**8. Peer-Reviewed Journal Publication(s) Arising Directly From This Research Project**

(Please attach a copy of the publication and/or the letter of acceptance if not yet submitted in the previous progress report(s). All listed publications must acknowledge RGC's funding support by quoting the specific grant reference.)

The Latest Status of Publications				Author(s) (denote the corresponding author with an asterisk*)	Title and Journal / Book (with the volume, pages and other necessary publishing details specified)	Submitted to RGC (indicate the year ending of the relevant progress report)	Attached to this Report (Yes or No)	Acknowledged the Support of RGC (Yes or No)	Accessible from the institutional repository (Yes or No)
Year of Publication	Year of Acceptance (For paper accepted but not yet published)	Under Review	Under Preparation (optional)						
2017	2017	No		Cui, Xiling*	In-and extra-role knowledge sharing among information technology professionals: The five-factor model perspective; International Journal of Information Management, Volume 37, Issue 5, Pages 380-389.	No	Yes (Appendix 1)	Yes	N.A.

9. Recognized International Conference(s) In Which Paper(s) Related To This Research Project Was / Were Delivered

(Please attach a copy of each conference abstract)

Month / Year / Place	Title	Conference Name	Submitted to RGC (indicate the year ending of the relevant progress report)	Attached to this Report (Yes or No)	Acknowledged the Support of RGC (Yes or No)	Accessible from the institutional repository (Yes or No)

July/2015/Singapore	The influence of information and communication technology and knowledge sharing on balanced open innovation	the Pacific Asia Conference on Information Systems (PACIS)	2015	Yes (Appendix 3)	Yes	N.A.
August/2016/Fukuoka	The Influence of personality on extra-role knowledge sharing: The big five model perspective	International Conference on Marketing, Logistics, and Management (ICMLM)	2016	Yes (Appendix 4)	Yes	N.A.

10. Whether Research Experience And New Knowledge Has Been Transferred / Has Contributed To Teaching And Learning

(Please elaborate)

The project has provided the PI a real example for students in her Organizational Behavior course to discuss the application of self-determination theory and students in Business Research course on the research methods.

11. Student(s) Trained

(Please attach a copy of the title page of the thesis)

Name	Degree Registered for	Date of Registration	Date of Thesis Submission / Graduation
N.A.	N.A.	N.A.	N.A.

12. Other Impact

(e.g. award of patents or prizes, collaboration with other research institutions, technology transfer, teaching enhancement, etc.)

The PI has accumulated more experience in research in working on this project. It helps her in the teaching of Business Research course, from which she has achieved Outstanding Results (Top 3%) in Student Learning Experience Questionnaire (SLEQ).

13. Public Access Of Completion Report

(Please specify the information, if any, that cannot be provided for public access and give the reasons.)

Information that Cannot Be Provided for Public Access	Reasons
N.A.	N.A.

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FACULTY DEVELOPMENT SCHEME (FDS)

Completion Report - Attachment

(for completed projects only)

RGC Ref. No.: UGC/FDS15/B02/14

Principal Investigator: CUI Xiling

Project Title: In-role and extra-role knowledge sharing among information technology professionals: A self-determination perspective

Statistics on Research Outputs

	Peer-reviewed Journal Publications	Conference Papers	Scholarly Books, Monographs and Chapters	Patents Awarded	Other Research Outputs (Please specify)
No. of outputs arising directly from this research project [or conference]	1	2			1 journal submission