

#### TACIT KNOWLEDGE SHARING IN SOFTWARE DEVELOPMENT PROJECTS OF MOBILE APPLICATIONS DOMAIN

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#### **INTRODUCTION**

□ Tacit knowledge is an experience-based knowledge.

- □ It does not take standard document formats.
- □ Organizations need a better understanding of how tacit knowledge is shared and captured.
- Need for a corporate culture that encourages sharing tacit knowledge help knowledge capturing.



#### **PROBLEM STATEMENT**

The problem addressed in this research was the failure of up to 60% of software development projects in the mobile applications domain caused by an inadequate level of tacit knowledge sharing according to Adetunji (2018) and Mtsweni and Maveterra's (2018) studies.



#### **PURPOSE STATEMENT**

- This quantitative correlation study aimed to establish structural mechanisms to predict organizations' ability to capture developers' tacit knowledge.
- □ The issue was addressed through the theoretical lenses of the Organization Culture Theory and Social Exchange Theory.
- □ The targeted population was the mobile application software development.



## **THEORETICAL FRAMEWORK**

- A correlational methodology was employed to examine the relationships.
  The independent variables of organizational reward policy, employee affective commitment, regulatory compliance, programmer's category, and programmer's years of experience were employed as predictors for the tacit knowledge capture (dependent variable).
- The programmer's years of experience was examined as a moderator for the relationship between the programmer stratification category and tacit knowledge capture variables.



## **RESEARCH METHODOLOGY AND DESIGN**

- A quantitative non-experimental and closed-ended one-time anonymous questionnaire was used.
- □ Internet accessed is an efficient popular method.
- □ More than two variables could be included in the research.



#### **RESEARCH QUESTIONS**

Q1. To what extent, if any, does the organizational reward policy affect the tacit knowledge capture in the mobile applications development domain?Q2. To what extent, if any, does the employee affective commitment affect the tacit knowledge capture in the mobile applications development domain?Q3. To what extent, if any, does organizational regulation compliance affect the tacit knowledge capture in the mobile applications development domain?



### **RESEARCH QUESTIONS**

**Q4.** To what extent, if any, does the programmer's years of experience moderate the relationships between tacit knowledge capturing and programmer's category.

**Q5.** To what extent, if any, does the programmer's category moderate the relationships between tacit knowledge capturing, organizational reward, regulation compliance, and affective commitment predictors.





 $H1_0$ . The organizational reward policy, alone combined with other factors, does not significantly affect the tacit knowledge capture in mobile applications development based on the programmer's category.

 $H1_{a}$ . The organizational reward policy, alone or combined with other factors, significantly affect the tacit knowledge capture in the mobile applications development based on the programmer's category.





 $H2_0$ . The employee affective commitment, alone or combined with other factors, does not significantly affect the tacit knowledge capture in the mobile applications development based on the programmer's category.

 $H2_a$ . The employee affective commitment, alone or combined with other factors, significantly affects the tacit knowledge capture in the mobile applications development based on the programmer's category.





 $H3_0$ . The organizational regulation compliance, alone or combined with other factors, does not significantly affect the tacit knowledge capture in the mobile applications development based on the programmer's category.

 $H3_{a}$ . The organizational regulation compliance, alone or combined with other factors, significantly affects the tacit knowledge capture in mobile applications development based on the programmer's category.





 $H4_0$ . Programmers' years of experience do not moderate the relationship between tacit knowledge capturing and the programmer's category.

 $H4_a$ . Programmers years of experience moderate the relationships between tacit knowledge capturing and the programmer's category.





 $H5_0$ . The programmer's category does not moderate the relationships between tacit knowledge capturing and organizational reward, regulation compliance, and affective commitment predictors.

 $H5_{a}$ . Programmer's category moderates the relationships between tacit knowledge capturing and organizational reward, regulation compliance, and affective commitment predictors.



# **SIGNIFICANCE OF THE STUDY**

- A crucial component that plays an essential role in organizations' advancement.
- □ Knowledge sharing is a cornerstone of the knowledge management process.
- □ Positively influences organizations' performance.
- □ Knowledge capturing for dynamic knowledge creation.



#### **DEFINITION OF KEY TERMS**

**Domain:** The domain is an area of activities or knowledge that groups concepts perceived to be related (Zhao et al., 2021).

**Knowledge Management:** Knowledge management is creating, capturing, codifying, storing, sharing, distributing, and effectively utilizing the knowledge for the organization's benefit (Salvadorinho & Teixeira, 2021; Warner, 1990, as cited in Caballero-Anthony et al., 2021).

**Mobile Applications:** Mobile applications are computer software applications run on mobile computerized devices such as tablets and smartphones; they include three categories: native, web-based, and hybrid (Gunawardhana, 2021).



## **REVIEW OF THE LITERATURE**

- □ Literature Review Organization:
  - □ Theoretical model: SET and OCT.
  - □ Study variables.
  - □ Alternative Theories.
  - □ The need for the tacit knowledge sharing.
  - □ Research approaches to tackle knowledge sharing and capturing.
  - □ Challenges facing tacit knowledge sharing.
  - □ Tacit knowledge Sharing environments.
  - □ Knowledge sharing literature's findings and analysis.
  - □ Synthesis of the literature findings.



# **RESEARCH METHODOLOGY AND DESIGN**

- □ The quantitative correlation research aimed to establish structural mechanisms based on organizational culture and social exchange.
- □ Allows measuring and analyzing the prediction ability of the five independent variables to contribute to tacit knowledge capturing.
- Approach benefits:
  - The non-experimental research design establish causality relationships among the variables.



## **RESEARCH METHODOLOGY AND DESIGN**

□ No manipulation of independent variables was needed.

- □ The correlation method in this research met the requirement of illustrating the magnitude of relationships.
- □ The approach was aligned with the study's prediction of factors.



## **POPULATION AND SAMPLE**

- □ The population of mobile application developers working in software development in the U. S.
- Categorized into four layers of mobile application programmers: junior, midlevel, senior, and manager-level.
- □ The random sampling technique was used because of its probabilistic characteristic and ability to generalize to the population (V & Jothi, 2021).



# **POPULATION AND SAMPLE**

Two mobile application organizations agreed to participate.

- □Participation eligibility criteria:
  - □18 years of age or older.
  - □ Work as a mobile applications developer.
  - □ Work for an establishment in the United States.

Study sample:

- □ A total of 189 returned complete surveys.
- □ A minimum of 150 sample size was required.
- □ A 179 completed surveys were utilized in the study- saturation.



#### **MATERIALS/INSTRUMENTATION**

- A web-based survey method used for data collection.
- □ Constructs' item were modified to meet research criteria.
- □ IRB Approval was attained on May 17, 2022.
- □ Surveys were collected with documentation of consent form embedded in the survey from Qualtrics.



## **OPERATIONAL DEFINITIONS OF VARIABLES**

Dependent variable: Tacit Knowledge Capture

- Describe the extraction of know-how from individuals.
- □This ordinal variable operationalized using section C of the study instrument.

Independent variable: Reward Policies

□ It captured the degree to which survey participants believe that the reward policy helps in sharing their tacit knowledge.

 $\Box$  An ordinal variable operationalized using section E.



## **OPERATIONAL DEFINITIONS OF VARIABLES**

Independent variable: Regulation Compliances

- □Reflects how the employee adheres to various guidelines and rules set by the organization.
- An ordinal variable operationalized using section D of the instrument constructed for this research.

Independent variable: Affective Commitment

- □ Referred to employee's emotional attachment to the organization.
- An ordinal variable operationalized using section B of the instrument.

Seven Items Likert Scale: Strongly disagree (1) to strongly agree (7).



## **OPERATIONAL DEFINITIONS OF VARIABLES**

Independent (Moderator) variable: Programmers' Stratification

A categorical nominal variable to predict tacit knowledge capturing.

Comprised four layers of programmer's stratification: junior-level, mid-level, senior-level, and manager-level.

Independent (Moderator) variable: Programmers' Experience Level

A nominal variable that utilized to examine its moderating effects on the relationships between the programmer's category and behavior related to sharing tacit knowledge

□ As (Less than three years, Between 3 and 5 years, Between 5 and 10 years, and More than ten years



## **STUDY PROCEDURES**

- □ The Qualtrics for survey management.
- □ Site permissions were acquired from targeted organizations.
- □ The survey link distribution.
- □ Completed surveys' data was transferred to SPSS tool.
- □ Data was prescreened, cleaned, and prepared.
- A preliminary analysis for instrument reliability confirmation.Primary analysis.



#### DATA COLLECTION AND ANALYSIS

- □G\*power for participant's minimum number.
- □ Seven items Likert-scale using Qualtrics.
- □ The data was evaluated, coded, and saved into SPSS.
- □ IBM AMOS tool was used to analyze the data.



## DATA COLLECTION AND ANALYSIS

- □ Tests to determine data validity and reliability:
  - Principal Components Analysis (PCA).
  - Deasurement model: Confirmatory Factor Analysis (CFA).
  - □Maximum Likelihood Estimator (MLE) for testing the multivariate normality assumptions.
- □ SEM Structural Model:
  - □Multi-group Structural Equation Modeling Analysis.



#### **ASSUMPTIONS, LIMITATIONS, AND DELIMITATIONS**

Assumptions:

- □ The perception that developers' programming skills could be stratified.
- □ The eligibility criteria would acquire the participants' targeted minimum number.
- □ The research methodology, design, and question are appropriate and would lead to the anticipated findings.



#### **ASSUMPTIONS, LIMITATIONS, AND DELIMITATIONS**

Limitations:

- Uncertainty of efficiently capturing all demographics.
- Excluded the Normative and continuance commitment constructs.
  Delimitations:
  - Cochran's modified formula to mitigate low response.



## **ETHICAL ASSURANCES**

- Completed IRB approval.
- □ Anonymous data collection.
- □ The participated organizations' managers administered the survey link distribution.
- □ Participants required to consent.
- □ Confidentiality was further met by how the data was stored.





**Research Question 1** 

To what extent, if any, does the organizational reward policy affect the tacit knowledge capture in the mobile applications development domain?

Results: The reward policy significantly affects the tacit knowledge capture.The null hypothesis (H10) was rejected

Research Question 2

To what extent, if any, does the employee affective commitment affect the tacit knowledge capture in the mobile applications development domain?

**C**Results: Affective commitment does not significantly affect the capturing. the null hypothesis  $(H2_0)$  could not be rejected.





Research Question 3

To what extent, if any, does organizational regulation compliance affect the tacit knowledge capture in the mobile applications development domain?

- □Result: Employee regulation compliance significantly affects the capture.
- $\Box$  The null hypothesis (H3<sub>0</sub>) was rejected .

Research Question 4

To what extent, if any, does the programmer's years of experience moderate the relationships between tacit knowledge capturing and programmer's category?

□Results: The programmer's years of experience moderate the relationships.

**\Box** The null hypothesis (H4<sub>0</sub>) was rejected.





Research Question 5

To what extent, if any, does the programmer's category moderate the relationships between tacit knowledge capturing, organizational reward, regulation compliance, and affective commitment predictors?

Results: The programmer's category does not moderate the relationships between tacit knowledge capturing and organizational reward, regulation compliance, and affective commitment predictors.

 $\Box$  The null hypothesis (H5<sub>0</sub>) could not be rejected.



Research Question1:

- Results: Significant positive relationship between reward policies and tacit knowledge capture among the low-ranked programmers (*p* = .002; Estimate = .946).
- Results: Significant negative relationship between reward policies and tacit knowledge capture among high-ranked programmers (*p* = .027; Estimate = -.468).
- Results: Partially consistent with existing research and Social Exchange Theory.



#### Research Question2:

Results: An insignificant relationship between the affective commitment variable and tacit knowledge capture among low-ranked (p = .277; Estimate = .073), and high-ranked programmers (p = .174; Estimate = .256).

□ Finding: Inconsistent with existing research and theory of OCT.

Research Question3:

Results: A significant positive relationship between regulation compliance and tacit knowledge capture among low-ranked (p = .042; Estimate = .746), and high-ranked programmers (p = \*\*\*; Estimate = .652).
 The research finding were consistent with existing research and theory of

□ The research finding were consistent with existing research and theory of OCT.



Research Question4:

- □ Results: A significant, influential effect on the programmer's level of experience as a moderator in the relationships between tacit knowledge capturing and the programmer's category. Low-ranked (p = .013; Estimate = .708), high-ranked (p = .\*\*\*; Estimate = -.512).
- □ Results: were consistent with existing research and theory of SET.



Research Question5:

- Results: An insignificant moderating effect in the relationship between tacit knowledge capturing and organizational reward, regulation compliance, and affective commitment predictors. The *p* value for the affective commitment was .358.
- □ Results: Finding were partially inconsistent with existing research theories.

Model	DF	CMIN	Р	NFI	IFI	RFI	TLI
				Delta-1	Delta-2	<u>rho-1</u>	rho2
Structural weights	15	31.362	.008	.025	.030	.015	.018
b1(Reward Policies)	1	1.988	.041	.002	.002	.001	.001
b2(Regulations Compliance)	1	2.953	.026	.002	.003	.002	.002
b3(Affective Commitment)	1	.845	.358	.001	.001	.000	.000

Model Paths Constrained and Unconstrained Models Comparisons



#### Regression Weights: LowRank- Unconstrained

	Estimate	S.E.	C.R.	Р	Label			
TKC < Reward Policies	.946	.872	4.085	.002	b1_1			
TKC < Regulations Compliance	.743	.246	3.299	.042	b2_1			
TKC < Affective Commitment	.073	.915	1.088	.277	b3_1			
Regression Weights: HighRank- Unconstrained								
	Estimate	S.E.	C.R.	Р	Label			
TKC < Reward Policies	468	.196	0.549	.027	b1_2			
TKC < Regulations Compliance	.652	.176	3.699	***	b2_2			
TKC < Affective Commitment	.256	.188	1.360	.174	b3_2			





Research Question1:

- Unlike the low-rank group, the high-rank group was associated with a significant negative relationship.
- □ This result matched Soral et al.'s (2022) research, which indicated the significant effect of incentives on tacit knowledge transfer.
- □ Mis-aligned incentives policies could trigger specialists to hide their knowledge (Shrivastava et al., 2021).



Research Question2:

- □ The research findings indicates that the level of a programmer's affective commitment to the organization does not influence the attitude toward sharing knowledge.
- □ Results: Inconsistent with Cugueró-Escofet et al. (2019), Ouakouak and Ouedraogo (2019), and Pu et al. (2022).
- □ The conflict could be related to research setting of those studies.



Research Question3:

- This outcome suggested that the regulation compliance attitude positively affected tacit knowledge capturing for low-ranked and high-ranked programmers.
- This finding was consistent with Page's (2017) and Shihabeldeen et al.'s (2020) studies.
- Did not concur with Kwanya and Wasinda (2019).
- The rationale for this contrast might be that investigation was conducted in different contexts.



Research Question4:

- □ The results indicated that the moderation effect of the low-exp group between the two variables was positive, while it was unfavorable for the high-exp group.
- A programmer acquires more experience, the organizational ability to capture tacit knowledge decreases.
- □ Matched the finding of Saini et al. (2018).
- □ The tacit knowledge is most critical among supervisors with 20 years of work experience (Sparkling & Dogra, 2021).



Research Question5:

- Programmers' stratifications did not influence the relationship between the combined independent variables and the tacit knowledge capture dependent variable.
- Did not concur with literature that indicated a significant, influential effect of employment stratification between tacit knowledge, combined reward policies, and employee commitment (De Grandis, 2020).
- The study excluded the organizational regulation compliance variable.



## **RECOMMENDATIONS (PRACTICAL APPLICATION)**

- □ It is recommended that reward policy-makers to adjust incentives policies:
  - □Focus policies positively impact high-ranked employee attitudes.
  - Organization's readiness to recompensate tacit knowledge-sharing efforts made on its behalf.
  - □Special rewards on an individual basis for the greater engagement.
  - □Leaders-Employees and Employee-Employee interaction.
  - Continuously maintain challenging tasks for high-ranked programmers.



## **RECOMMENDATIONS (PRACTICAL APPLICATION)**

- □ It is recommended that organizations establish guidelines regarding software development process documentation.
  - □ Rating mechanisms to evaluate individuals' performance.
  - □ Ensure that regulations compliance include documentation aspects.
  - □ Training and awareness to integrate documentation regulation compliances in the culture.



#### **RECOMMENDATIONS (FUTURE RESEARCH)**

Expand the theoretical research model by including more variables.
 Including input from the organization's managerial non-technical.
 Included categorical variables: programmer's gender and training recency.



#### CONCLUSION

Thank you for your attention.

Are there any questions?



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