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The Effect of Organizational Climate on Employee Knowledge Sharing Motivation (Post-print)

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Abstract

[Purpose / Significance] Knowledge sharing has become a mainstream trend of the era, and how to manage employee knowledge sharing is receiving growing attention from scholars and corporate managers. Employee knowledge sharing constitutes a form of social interaction, and knowledge sharing behavior is influenced not only by motivation but also by the work environment. [Method / Process] Based on theoretical analysis, this study proposes a research model and hypotheses, designs a questionnaire, and based on data from 224 survey responses, investigates the influence of organizational climate on employee knowledge sharing motivation. [Results / Conclusion] The findings indicate that organizational climate exerts a significant positive effect on employee knowledge sharing motivation. The friendly relationship climate, innovation climate, and fairness climate of organizational climate each have significant positive effects on organizational reward motivation, reciprocity motivation, enjoyment motivation, and self-efficacy within employee knowledge sharing motivation. By exploring the effects of different dimensions of organizational climate on various dimensions of knowledge sharing motivation, this study enriches relevant research on employee knowledge sharing and provides insights for Chinese enterprises to emphasize the internal knowledge sharing environment and enhance employees' knowledge sharing willingness.

Full Text

Abstract

The Influence of Organizational Atmosphere on Employees' Knowledge Sharing Motivation

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[Purpose/Significance] Knowledge sharing has become mainstream in contemporary society, and managing employee knowledge sharing has attracted increasing attention from scholars and enterprise managers. Employee knowledge sharing represents a form of social interaction, where knowledge sharing behavior is influenced not only by motivation but also by the working environment. **[Method/Process]** Based on theoretical analysis, this study proposes a research model and hypotheses, designs a survey questionnaire, and explores the influence of organizational atmosphere on employees' knowledge sharing motivation based on 224 valid survey responses. **[Result/Conclusion]** The findings indicate that organizational atmosphere has a significant positive effect on employees' knowledge sharing motivation. Specifically, the friendly relationship atmosphere, innovation atmosphere, and fairness atmosphere within organizational climate each exert significant positive influences on organizational reward motivation, reciprocity motivation, enjoyment motivation, and self-efficacy in employees' knowledge sharing motivation. By examining the differential effects of organizational atmosphere dimensions on knowledge sharing motivation dimensions, this study enriches research on employee knowledge sharing and provides insights for Chinese enterprises to emphasize internal knowledge sharing environments and enhance employees' knowledge sharing intentions.

Keywords: organizational atmosphere; knowledge sharing; employee; knowledge sharing motivation

Introduction

As economic transformation continues and high-tech research and development becomes widely applied, knowledge has increasingly become a crucial asset for social development, and people have gradually recognized its importance. While knowledge can be obtained through reading books, attending lectures, or browsing the internet—sometimes free of charge—knowledge payment has become the dominant trend. In this era of knowledge payment, effective knowledge management not only enhances problem-solving capabilities through efficient knowledge utilization but also develops into a competitive advantage. Knowledge sharing constitutes a vital component of knowledge management. For enterprises to leverage knowledge as an important asset for their development, they must ensure high knowledge utilization rates within the organization, thereby necessitating the creation and management of a positive organizational environment that encourages employees to actively exchange ideas, share knowledge, and acquire knowledge from others.

Knowledge sharing is a form of social interaction in which both parties voluntarily share knowledge based on different motivations and needs. Voluntary knowledge sharing requires not only motivational drivers but also a conducive environment. While many scholars have studied the impact of organizational atmosphere on employee knowledge sharing and others have examined how knowl-

edge sharing motivation affects knowledge sharing behavior, research on the mechanisms through which organizational atmosphere influences the knowledge sharing process remains limited. As enterprises increasingly emphasize creating favorable knowledge sharing organizational atmospheres to encourage voluntary knowledge sharing and improve knowledge utilization rates, understanding how organizational atmosphere affects employees' knowledge sharing motivation becomes essential. Based on this, the present study employs empirical research methods to investigate the influence of organizational atmosphere on employee knowledge sharing motivation, assesses the status of knowledge sharing atmosphere cultivation in Chinese enterprises, analyzes the effects of organizational atmosphere on knowledge sharing motivation, and provides recommendations for effectively managing knowledge sharing atmosphere and enhancing employees' knowledge sharing willingness.

Literature Review

Organizational Atmosphere Theory

Organizational atmosphere is a macro-level, abstract concept that is difficult to define accurately from a single perspective or comprehensively. Different scholars offer varying understandings and definitions of organizational atmosphere based on their research perspectives and focal points. Despite these differences, virtually all scholars agree that organizational atmosphere represents a psychological environment that influences employee motivation and behavior through affecting their perceptions.

Hsu Shih-chun defines organizational atmosphere as the internal psychological environment of an organization that affects members' motivation and behavior [1]. Hunter et al. conceptualize organizational climate as employees' perceptions of organizational environmental factors that can alter their workplace behavior [2]. Lewin et al. view organizational atmosphere as an environmental characteristic of an organization that members can perceive and that can be specifically measured [3]. Synthesizing these perspectives, this study defines organizational atmosphere as: the internal psychological environment of an organization, where different organizational measures create distinct organizational atmospheres—unique and enduring environmental characteristics that organizational members can perceive and that influence their motivation and behavior.

Different scholars approach organizational atmosphere research from various angles, resulting in diverse dimensional classifications. Chiang Ching-ching argues that organizational atmosphere dimensions should include leadership style, bureaucratic structure, responsibility climate, and interpersonal relationships [4]. D. A. Sisk divides organizational atmosphere dimensions into organizational size, organizational status, decision-making hierarchy, employee personality, goal congruence, and member interaction patterns [5]. G. W. Bock et

al. propose that organizational climate should be divided into three dimensions—friendly relationship atmosphere, innovation atmosphere, and fairness atmosphere—and have developed a corresponding measurement scale [6]. Published in a prestigious authoritative journal and widely recognized by domestic and international scholars, this scale demonstrates strong representativeness. Therefore, this study adopts G. W. Bock et al.'s organizational atmosphere measurement scale, dividing organizational atmosphere into three dimensions: friendly relationship atmosphere, innovation atmosphere, and fairness atmosphere, with the first dimension containing four items and the latter two dimensions each containing three items.

Knowledge Sharing Motivation Theory

Some researchers categorize knowledge sharing motivation into two broad types: external motivation and internal motivation. External motivation refers to motivation generated by external incentives, where employees actively interact and share knowledge with others due to perceived reciprocal benefits. Internal motivation refers to voluntary behavior where employees share knowledge to obtain certain enjoyment or satisfaction.

Different scholars have proposed various dimensional classifications of knowledge sharing motivation based on their research purposes. Wang Lei and Wu Donghua suggest that knowledge sharing motivation should include four dimensions: profit-seeking motivation, self-actualization motivation, team affection motivation, and interpersonal communication motivation [7]. Tang Yanhua and Shi Jintao propose four motivations: interest motivation, personal achievement motivation, personal benefit motivation, and organizational emotional motivation [8]. H. F. Lin argues that knowledge sharing motivation dimensions include organizational reward motivation, reciprocity motivation, enjoyment motivation, and self-efficacy motivation, and developed a knowledge sharing motivation measurement scale based on this theoretical framework [9].

Maslow's hierarchy of needs divides human needs into higher-level and lower-level needs, indicating that each need level must be substantially satisfied before activating the next level, and that once a need level is substantially satisfied, it no longer becomes dominant. The guiding significance of need hierarchy theory lies in understanding employees' dominant needs to adopt corresponding measures to satisfy them. Synthesizing various scholars' research, employees' knowledge sharing needs and motivations can be broadly categorized into benefit motivation, achievement motivation, reputation motivation, fairness motivation, relationship motivation, interest motivation, altruistic motivation, and compliance motivation. Understanding the dominant motivational needs that prompt employees to voluntarily share knowledge enables organizations to implement correct measures to motivate employees to actively share and contribute knowledge while acquiring knowledge from others [12].

In actual organizational environments, although employees' knowledge sharing

motivations are difficult to grasp, they directly affect employees' proactive communication and knowledge sharing with other organizational members. Social cognitive theory suggests that employees form cognitions and make judgments based on their perceptions of their environment and evaluations of their own abilities and values, and choose whether to engage in more positive or negative behaviors at work based on these cognitions and judgments. Social cognitive theory posits that organizational atmosphere refers to employees' cognitive and perceptual awareness of organizational environmental factors—specifically, their perception of how the organization treats them and the emotional dynamics involved. The theory also indicates that employees possess self-regulatory capabilities, which are related to their perceived value and competence levels in certain organizational environmental atmospheres. Consequently, the organizational environment inevitably influences employees' perceptual outcomes.

Research has shown that knowledge sharing motivation, as a desire of organizational members, can play a mediating role between organizational atmosphere and employee creativity. Studying how organizational atmosphere influences employee knowledge sharing motivation and subsequently affects knowledge sharing behavior can provide methods and approaches for enterprises to conduct effective knowledge management [10]. H. F. Lin suggests that management measures can influence employees' perceptions of organizational knowledge sharing culture and atmosphere, thereby generating and affecting employees' knowledge sharing intentions [9]. Lu Xinxin and Tu Yidong argue that enhancing mutual trust, communication, and reciprocity among employees can increase organizational identification and improve sharing willingness, thereby promoting knowledge sharing [11]. Guo Xiaotong's research indicates that a positive organizational atmosphere can stimulate employees to actively communicate and share knowledge with other organizational members [12].

Research Design and Methods

Model Construction and Research Hypotheses

3.1.1 Model of Organizational Atmosphere's Influence on Employee Knowledge Sharing Motivation Organizational atmosphere refers to employees' perceptions and awareness of the environmental climate within their organization. As an internal psychological environmental climate, different scholars have produced varying research results regarding its dimensional classification. For empirical research convenience, this study primarily adopts G. W. Bock et al.'s dimensional classification of organizational atmosphere, dividing it into three major dimensions: friendly relationship atmosphere, innovation atmosphere, and fairness atmosphere [6]. Friendly relationship atmosphere is defined as the solidarity, mutual assistance, and trust perceived among internal organizational members. Innovation atmosphere is defined as the perceived encouragement and pursuit of innovation and change in the work environment.

Fairness atmosphere is defined as the perceived fair and equitable treatment of employees within the organization.

Friendly relationship atmosphere implies harmonious member relationships and mutual cooperation, emphasizing cooperative rather than competitive relationships among employees, with performance evaluation systems reflecting this encouragement of collaboration. Consequently, employees in such harmonious relationships are more willing to share knowledge. Innovation atmosphere implies organizational advocacy for innovation, where employees in such environments tend to adopt innovative work methods, meaning they are more willing to share knowledge. Fairness atmosphere implies equal treatment of different employees, where employees perceive organizational recognition and respect, believe their proactive constructive behaviors will receive fair and reasonable returns, and thus are more willing to share knowledge based on perceived psychological safety.

For research purposes, this study adopts H. F. Lin' s knowledge sharing motivation framework [9], which categorizes employee knowledge sharing motivation into four dimensions: organizational reward motivation, reciprocity motivation, enjoyment motivation, and self-efficacy motivation. Organizational reward motivation is defined as employees' motivation to share knowledge based on the belief that such behavior will yield rewards and satisfy their needs. Reciprocity motivation is defined as employees' expectation of reciprocal benefits from others when sharing knowledge. Enjoyment motivation is defined as the pleasure employees derive from helping others through knowledge sharing. Self-efficacy motivation is defined as employees' belief that their shared knowledge can help others solve work-related difficulties.

Therefore, to investigate how organizational atmosphere influences employee knowledge sharing motivation and subsequently affects knowledge sharing behavior, this study employs empirical research methods to explore the influence of organizational atmosphere on employee knowledge sharing motivation. Using organizational atmosphere and employee knowledge sharing motivation as two variables, this study constructs a research model of organizational atmosphere' s influence on employee knowledge sharing motivation, as shown in [Figure 1: see original paper].

3.1.2 Research Hypotheses Organizational friendly relationship atmosphere refers to the harmonious, mutually supportive, and collaborative relationships among internal members or groups. When employees perceive their environment as harmonious and collaborative, they are willing to spend more time and energy communicating and interacting with organizational members, leading to proactive knowledge sharing. R. S. Lazarus proposes that when employees perceive a positive organizational atmosphere, they work with a pleasant mindset, prefer cooperation over conflict, which enhances knowledge sharing motivation and promotes altruistic behavior of sharing knowledge achievements with others [13]. Xie Hefeng and Ma Qingguo' s

research suggests that internal friendly relationship atmosphere significantly and positively influences knowledge sharing motivation among organizational members [14]. Wang Shihong, Xu Biao, and Peng Jisheng' s research indicates that friendly relationship atmosphere can significantly enhance employees' knowledge sharing motivation, as employees perceive value in sharing and exchanging knowledge in such atmospheres [15]. Wang Minghui et al. argue that if organizational members perceive a positive organizational atmosphere, they will exhibit proactive organizational behaviors such as cooperation and knowledge sharing [16].

Innovation atmosphere refers to employees' perception of organizational advocacy for change and pursuit of innovation. The stronger the perceived innovation atmosphere, the stronger employees' knowledge sharing motivation becomes to acquire and improve innovative capabilities, making them more likely to actively interact and update their knowledge structures to gain new perspectives and practices. When employees work in an environment that encourages innovation, they are more willing to share knowledge to improve innovation capabilities, whether for task completion or career planning. Wang Shihong et al.' s research confirms a significant positive relationship between innovation atmosphere and employee knowledge sharing motivation [15]. S. E. Harbi et al. argue that when employees perceive an innovation atmosphere, they are more likely to seek effective, novel solutions from external knowledge sources, meaning innovation atmosphere enhances employees' knowledge sharing motivation [17]. Cao Keyan and Dou Zhiming also propose that when employees perceive an organizational innovation atmosphere, it enhances willingness for knowledge sharing and exchange among individuals [18]. Liu Jinping' s research suggests that when employees perceive a strong innovation atmosphere, it promotes knowledge sharing among employees [19].

Fairness atmosphere refers to employees' perception of fairness in organizational systems, norms, and procedures, which affects their knowledge sharing motivation. When employees perceive higher fairness in organizational atmosphere, they experience greater psychological security, which transforms into work motivation and forms an exchange-based psychological motivation that enhances knowledge sharing motivation and promotes organizational citizenship behaviors. G. W. Bock et al.' s research results indicate that fairness atmosphere has a significant positive effect on employees' knowledge sharing motivation [6]. S. S. Chen et al.' s research further confirms that employees' perception of fairness atmosphere enhances their knowledge sharing motivation [20].

Based on this reasoning, organizational atmosphere can directly influence employee knowledge sharing motivation, thereby increasing knowledge sharing behaviors. Accordingly, this study proposes the following research hypotheses, as shown in .

Questionnaire Design and Survey

3.2.1 Questionnaire Design Process Based on theoretical foundations, this study designs a questionnaire combining established organizational atmosphere and knowledge sharing motivation scales, modifying unclear and poorly expressed items during pre-testing to produce the final formal questionnaire. The questionnaire consists of three parts: (1) Personal information, including gender, age, education, tenure, company type, job position, and company size; (2) Organizational atmosphere survey, comprising three dimensions—friendly relationship atmosphere, innovation atmosphere, and fairness atmosphere—with four items for the first dimension and three items each for the latter two; (3) Knowledge sharing motivation survey, including four dimensions—organizational reward motivation, reciprocity motivation, enjoyment motivation, and self-efficacy motivation—with four items for each dimension.

3.2.2 Measurement Scales (1) Organizational Atmosphere Scale.

This study adopts the organizational atmosphere scale developed by renowned foreign scholars G. W. Bock et al., whose empirical results were published in the prestigious international journal *MIS Quarterly*, demonstrating high reliability and validity [6]. Specific items are shown in . The scale uses a 5-point Likert format, where respondents evaluate items based on their organization's actual atmosphere, with 1 representing “strongly disagree” and 5 representing “strongly agree.” Higher scores indicate that the organizational atmosphere makes employees more willing to actively share knowledge.

(2) Knowledge Sharing Motivation Scale. This study employs the knowledge sharing motivation scale developed by renowned foreign scholar H. F. Lin, which measures four dimensions of knowledge sharing motivation. Specific items are shown in . The scale uses a 5-point Likert format, where respondents evaluate items based on their actual knowledge sharing motivation, with 1 representing “strongly disagree” and 5 representing “strongly agree.” Higher scores indicate stronger motivation to share knowledge.

(3) Scale Reliability and Validity Analysis. Cronbach's α coefficient analysis was used to test scale reliability. If deleting an item increases the standardized Cronbach's α coefficient, that item is considered for deletion. When the α coefficient exceeds 0.7, the scale demonstrates high reliability. SPSS analysis yielded an α value of 0.919 for the organizational atmosphere scale (0.921 for standardized items) and 0.905 for the knowledge sharing motivation scale (0.920 for standardized items). Both scales show high Cronbach's α coefficients, indicating excellent reliability, as shown in .

For validity analysis, the measurement scales selected in this study represent the research results of distinguished academic scholars, have been used in numerous domestic and international studies, have received wide scholarly recognition, and have empirical results published in prestigious international journals. Therefore, the measurement scales used in this study possess strong representativeness and

high validity.

3.2.3 Sample Basic Information Analysis The questionnaire survey was conducted through online distribution and collection of electronic questionnaires. A total of 245 electronic questionnaires were collected, with 224 valid questionnaires, yielding a valid response rate of 91.4%. Sample demographic characteristics are shown in .

Analysis of reveals: The gender ratio of respondents was 68 males to 156 females, showing uneven distribution. Respondents aged 21-40 accounted for the majority. Most respondents had less than 7 years of tenure, with those having less than 1 year being the most numerous. The majority held bachelor's degrees, with master's degree holders or above outnumbering those with associate degrees or below, indicating a well-educated sample. Distribution across company types was relatively even, with "other" categories including transportation, catering services, and public institutions. Company sizes concentrated below 1,000 employees. Job positions were primarily functional managers, administrative staff, and technical personnel, with fewer R&D personnel and expert consultants in knowledge-intensive positions. Functional managers, administrative staff, technical personnel, and other positions represent grassroots levels, while R&D personnel and expert consultants represent higher-level positions—a distribution consistent with actual enterprise management practices. This indicates that the sample data aligns with reality and demonstrates high validity.

Empirical Analysis and Results Discussion

Descriptive Statistical Analysis

Descriptive statistical analysis results for research variables are shown in . Analysis reveals that the overall mean for organizational atmosphere is 3.914, with three dimension means ranging from 3.850 to 3.990, indicating concentrated data distribution. Friendly relationship atmosphere shows the highest mean, while innovation atmosphere shows the lowest, suggesting that enterprises currently manage friendly relationship organizational atmosphere relatively well, followed by fairness atmosphere, but require further strengthening in managing innovation atmosphere. The mean for employee knowledge sharing motivation is 3.813, with enjoyment motivation showing the highest mean, followed by reciprocity motivation and organizational reward motivation, and self-efficacy motivation showing the lowest. This indicates that employees experience psychological pleasure when helping others through knowledge sharing, are more willing to share knowledge when receiving reciprocal benefits or organizational rewards, but show insufficient self-confidence in the value of their shared knowledge—possibly influenced by Chinese cultural backgrounds emphasizing modesty and collective conformity rather than confident expression and individual demonstration. Therefore, enterprises need to focus on creating and managing

organizational atmosphere to encourage more employees to confidently share knowledge and interact with others.

Analysis of Sample Basic Information Variables

This study uses one-way ANOVA to test whether education, tenure, and company type significantly affect knowledge sharing motivation, providing external control data references for subsequent empirical model analysis.

4.2.1 Influence of Education on Knowledge Sharing Motivation One-way ANOVA of education yields results shown in . At a significance level of 0.05, testing for differences in knowledge sharing motivation among employees with different educational backgrounds shows $P=0.355>0.05$, indicating no significant difference. For specific dimensions, organizational reward motivation, enjoyment motivation, and self-efficacy motivation show no significant differences (all $P>0.05$), while reciprocity motivation shows significant difference ($P=0.039$). Employees with master's degrees or above demonstrate the strongest knowledge sharing motivation. Except for organizational reward motivation (slightly lower than bachelor's degree holders), their reciprocity motivation, enjoyment motivation, and self-efficacy motivation all exceed other educational groups. This suggests that higher education correlates with stronger knowledge sharing willingness, possibly because higher-educated employees are more likely to hold senior positions and encounter more knowledge-sharing work requirements, necessitating knowledge exchange and structure updating to achieve higher performance value.

4.2.2 Influence of Tenure on Knowledge Sharing Motivation One-way ANOVA of tenure yields results shown in . At a significance level of 0.05, testing for differences in knowledge sharing motivation among employees with different tenure shows $P=0.984>0.05$, indicating no significant difference. Organizational reward motivation, reciprocity motivation, enjoyment motivation, and self-efficacy motivation show no significant differences across tenure groups. Comparatively, employees with 1-3 years of tenure show the strongest knowledge sharing motivation, with organizational reward motivation and reciprocity motivation exceeding other groups, while self-efficacy motivation is lower than other groups, and enjoyment motivation ranks second only to those with 7+ years tenure. This may occur because new employees still need time to adapt, focusing more on organizational rewards and reciprocal benefits to assess their value to the organization, organizational recognition, and colleague relationships when deciding whether to share knowledge.

4.2.3 Influence of Company Type on Knowledge Sharing Motivation One-way ANOVA of company type yields results shown in . At a significance level of 0.05, testing for differences in knowledge sharing motivation among employees in different company types shows $P=0.247>0.05$, indicating no significant difference. Comparatively, employees in new media companies show the

highest knowledge sharing motivation, followed by wholesale and retail, financial, high-tech, and consulting companies, while manufacturing, trading, real estate development/construction, education, and other company types show lower motivation. This may be because high-tech companies, as emerging innovative enterprises, have relatively flat organizational structures that facilitate horizontal communication, increasing possibilities for cross-domain exchange and knowledge sharing willingness. Renowned scholars S. Wang and R. A. Noe propose that flat organizations provide freer, more relaxed work environments enabling more horizontal coordination, thus facilitating knowledge sharing [21]. Wholesale and retail enterprises facing transformation in the 21st century tend toward flat, flexible structures to adapt to volatile markets. Financial and consulting enterprises are knowledge-intensive with high knowledge value-added and sharing cultures, focusing more on knowledge management and thus creating atmospheres that stimulate knowledge sharing. Manufacturing and other traditional enterprises emphasize process refinement and cost savings with “pyramid” structures, offering fewer horizontal communication opportunities and lower knowledge sharing requirements.

Correlation Analysis Among Variables

SPSS software was used to analyze correlations among variables. As shown in , organizational atmosphere (including friendly relationship, innovation, and fairness atmospheres) demonstrates a significant positive correlation with employee knowledge sharing motivation ($r=0.787$). Friendly relationship atmosphere, innovation atmosphere, and fairness atmosphere all show significant positive correlations with knowledge sharing motivation, with fairness atmosphere showing the strongest correlation (0.759), followed by innovation atmosphere (0.686) and friendly relationship atmosphere (0.669). Specifically, except for self-efficacy motivation’s correlation with organizational atmosphere and its dimensions being below 0.5, other knowledge sharing motivations show correlations above 0.5. Within-group analysis reveals that correlations within the organizational atmosphere group exceed 0.5, and within-group correlations among knowledge sharing motivations (except self-efficacy motivation) also exceed 0.5, indicating high correlation levels.

Variable Regression Analysis

SPSS software was used to conduct regression analysis between organizational atmosphere variables and employee knowledge sharing motivation variables to analyze influence trends and provide data analysis results for the research model.

4.4.1 Regression Effect of Organizational Atmosphere on Knowledge Sharing Motivation Separate linear regression analyses were conducted with organizational atmosphere, friendly relationship atmosphere, innovation atmosphere, and fairness atmosphere as independent variables and knowledge sharing motivation as the dependent variable. Results are shown in . Regression analysis

indicates significant relationships and influence trends for all four independent variables. The regression coefficient of 0.787 demonstrates that organizational atmosphere has a significant positive effect on knowledge sharing motivation, validating hypothesis H1. Detailed analysis reveals that friendly relationship atmosphere, innovation atmosphere, and fairness atmosphere all exert significant positive effects on knowledge sharing motivation, validating hypotheses H11, H12, and H13. Regression coefficient magnitudes indicate the degree and trend variation of influence, with fairness atmosphere (0.759) showing the greatest impact, followed by innovation atmosphere (0.686) and friendly relationship atmosphere (0.669). This suggests that enterprises currently achieve good results in creating and managing fairness atmosphere. By standardizing management systems, clarifying institutional development and implementation, and publicly announcing systems to all members, enterprises establish authoritative effectiveness, normalize all work processes and behaviors, improve employee fairness perception satisfaction, and consequently enhance knowledge sharing motivation. Comparatively, friendly relationship atmosphere shows weaker influence, possibly because loose organizational structures or limited horizontal/diagonal communication reduce opportunities for deep mutual understanding, and because most enterprises emphasize tangible outcomes over soft culture, with fast-paced environments prioritizing efficiency over friendship development, resulting in weaker knowledge sharing motivation.

4.4.2 Regression Effect of Organizational Atmosphere on Organizational Reward Motivation Separate linear regression analyses were conducted with organizational atmosphere, friendly relationship atmosphere, innovation atmosphere, and fairness atmosphere as independent variables and organizational reward motivation as the dependent variable. Results are shown in . Regression analysis indicates significant relationships for all four independent variables, validating hypothesis H2. Detailed analysis reveals that friendly relationship atmosphere, innovation atmosphere, and fairness atmosphere all exert significant positive effects on organizational reward motivation, validating hypotheses H21, H22, and H23. Influence magnitude ranking shows innovation atmosphere (0.721) has the greatest impact, followed by fairness atmosphere (0.692) and friendly relationship atmosphere (0.521). This indicates that enterprises strengthen innovation atmosphere management to stimulate innovation enthusiasm, establishing innovation reward systems to motivate employees to propose innovative ideas and create innovative outcomes. Employees can obtain organizational rewards through knowledge sharing, satisfying their reward needs and motivating proactive knowledge exchange. Comparatively, friendly relationship atmosphere shows weaker influence, possibly because for employees driven primarily by organizational reward motivation, sharing knowledge in a collaborative team atmosphere does not satisfy their needs as effectively, resulting in relatively weaker knowledge sharing motivation.

4.4.3 Regression Effect of Organizational Atmosphere on Reciprocity Motivation Separate linear regression analyses were conducted with organizational atmosphere, friendly relationship atmosphere, innovation atmosphere, and fairness atmosphere as independent variables and reciprocity motivation as the dependent variable. Results are shown in . Regression analysis indicates significant relationships for all four independent variables, validating hypothesis H3. Detailed analysis reveals that friendly relationship atmosphere, innovation atmosphere, and fairness atmosphere all exert significant positive effects on reciprocity motivation, validating hypotheses H31, H32, and H33. Influence magnitude ranking shows friendly relationship atmosphere (0.659) has the greatest impact, followed by fairness atmosphere (0.656) and innovation atmosphere (0.590). This indicates that in organizational atmospheres characterized by harmonious colleague relationships and collaborative teamwork, employees exhibit more altruistic behaviors and organizational citizenship behaviors. When reciprocity motivation becomes dominant, employees actively share knowledge to obtain reciprocal knowledge or other benefits, satisfying their needs and strengthening knowledge sharing motivation. Comparatively, innovation atmosphere shows weaker influence, possibly because innovation-emphasizing environments foster more competition than cooperation, and for reciprocity-motivated employees, sharing knowledge may not yield expected reciprocal benefits, resulting in relatively weaker knowledge sharing motivation.

4.4.4 Regression Effect of Organizational Atmosphere on Enjoyment Motivation Separate linear regression analyses were conducted with organizational atmosphere, friendly relationship atmosphere, innovation atmosphere, and fairness atmosphere as independent variables and enjoyment motivation as the dependent variable. Results are shown in . Regression analysis indicates significant relationships for all four independent variables, validating hypothesis H4. Detailed analysis reveals that friendly relationship atmosphere, innovation atmosphere, and fairness atmosphere all exert significant positive effects on enjoyment motivation, validating hypotheses H41, H42, and H43. Influence magnitude ranking shows fairness atmosphere (0.702) has the greatest impact, followed by friendly relationship atmosphere (0.676) and innovation atmosphere (0.509). This indicates that when employees work in atmospheres characterized by harmonious relationships, collaborative teamwork, and leaders treating all members equally, they develop psychological security. For enjoyment-motivated employees, this security creates psychological pleasure from helping others, satisfying their needs and increasing knowledge sharing willingness. Comparatively, innovation atmosphere shows weaker influence, possibly because innovation-emphasizing environments create psychological pressure and concerns about knowledge sharing losses, resulting in relatively weaker knowledge sharing motivation.

4.4.5 Regression Effect of Organizational Atmosphere on Self-Efficacy Motivation Separate linear regression analyses were conducted with organi-

zational atmosphere, friendly relationship atmosphere, innovation atmosphere, and fairness atmosphere as independent variables and self-efficacy motivation as the dependent variable. Results are shown in . Regression analysis indicates significant relationships for all four independent variables, validating hypothesis H5. Detailed analysis reveals that friendly relationship atmosphere, innovation atmosphere, and fairness atmosphere all exert significant positive effects on self-efficacy motivation, validating hypotheses H51, H52, and H53. Influence magnitude ranking shows fairness atmosphere (0.303) has the greatest impact, followed by innovation atmosphere (0.287) and friendly relationship atmosphere (0.225). This indicates that in organizational atmospheres characterized by institutional fairness, procedural fairness, and leaders treating subordinates equally, self-efficacy-motivated employees perceive that this fairness atmosphere guarantees benefits from organizational citizenship behaviors, such as honor, recognition, and reputation enhancement. Enhanced self-efficacy motivation increases confidence that shared knowledge can help others solve problems and create value, strengthening knowledge sharing motivation. Comparatively, friendly relationship atmosphere shows weaker influence, possibly because for self-efficacy-motivated employees, self-value demonstration and personal achievement are more important than collaborative team outcomes, resulting in relatively weaker knowledge sharing motivation in teamwork-emphasizing atmospheres.

Empirical Results Analysis and Management Recommendations

4.5.1 Empirical Results Analysis

One-way ANOVA of education, tenure, and company type with knowledge sharing motivation and its dimensions revealed no significant effects, possibly due to non-representative samples or insufficient sample size, producing certain data processing errors. Specifically, employees with bachelor' s degrees or above show the strongest knowledge sharing motivation, with organizational reward motivation, reciprocity motivation, and enjoyment motivation exceeding those with associate degrees or below, indicating that higher education correlates with stronger knowledge sharing needs and willingness. Master' s degree holders or above show stronger self-efficacy motivation than other educational groups, while bachelor' s degree holders show slightly lower self-efficacy motivation than associate degree holders—possibly due to non-representative sampling error. Generally, higher-educated employees are more likely to access middle and senior positions and handle knowledge-intensive work, thus having stronger knowledge sharing motivation.

Employees with 1-3 years of tenure show stronger knowledge sharing motivation than those with less than 1 year, indicating that compared to newcomers, employees with 1-3 years of tenure have clearer understanding of their work and organizational atmosphere, clearer career development plans, and thus more ex-

PLICIT knowledge sharing motivation needs—meaning greater willingness to share knowledge with others. Employees in high-tech, consulting, financial, and new media companies demonstrate higher knowledge sharing motivation than those in other company types, indicating that employees in knowledge-intensive and innovative enterprises have greater knowledge sharing needs, and such enterprises tend to emphasize knowledge management, creating internal atmospheres that stimulate employee knowledge sharing and resulting in higher knowledge sharing motivation.

Correlation analysis results show significant relationships between organizational atmosphere (including friendly relationship, innovation, and fairness atmospheres) and employee knowledge sharing motivation. Regression analysis results demonstrate that all three dimensions of organizational atmosphere significantly and positively influence employee knowledge sharing motivation. Cao Keyan and Dai Jianlin's empirical research found that building positive organizational atmosphere can influence employees' knowledge sharing willingness and increase knowledge sharing behavior [22]. Li Zhihong et al. found that friendly relationship atmosphere, innovation atmosphere, and fairness atmosphere all significantly and positively influence employee knowledge sharing motivation [23]. Ma Xiaoya's research suggests that good organizational atmosphere better promotes the generation of knowledge sharing motivation among organizational members, noting that employees in harmonious, smooth-communicating, innovation-encouraging environments develop strong knowledge sharing motivation [12]. Therefore, combining relevant scholars' research and this study's questionnaire data analysis, organizational atmosphere positively influences employees' knowledge sharing motivation.

In the friendly relationship atmosphere dimension, when employees perceive a harmonious and collaborative environment, colleagues can cooperate effectively, employees' reciprocity motivation is satisfied, and they exhibit higher knowledge sharing motivation. In the innovation atmosphere dimension, when employees perceive an environment emphasizing innovation and change, they tend to share knowledge to improve their knowledge structures and gain greater organizational recognition, satisfying organizational reward motivation. In the fairness atmosphere dimension, when employees perceive a fair and transparent environment where leaders treat all employees equally, they develop psychological security that enhances enjoyment motivation and self-efficacy motivation, leading them to share knowledge to obtain pleasure from helping others and satisfaction from creating value, while developing greater self-affirmation.

Regression analysis of organizational atmosphere and its three dimensions on organizational reward motivation reveals that all dimensions significantly and positively influence organizational reward motivation, indicating that organizational atmosphere dimensions can regulate employees' knowledge sharing motivation, satisfy their needs, and motivate proactive knowledge sharing behavior through sustainable reward systems. Regression analysis on reciprocity motivation shows that all atmosphere dimensions significantly and positively influence reciprocity

motivation, indicating that positive organizational atmosphere cultivation and management can enhance employees' positive perception of organizational atmosphere, strengthen organizational identification, increase satisfaction with reciprocal benefits, and promote knowledge sharing behavior. Regression analysis on enjoyment motivation shows that all atmosphere dimensions significantly and positively influence enjoyment motivation, indicating that organizational atmosphere can support and satisfy employees' enjoyment motivation, leading them to engage in more altruistic behaviors like knowledge sharing to obtain psychological pleasure. Regression analysis on self-efficacy motivation shows that all atmosphere dimensions significantly and positively influence self-efficacy motivation, indicating that organizational atmosphere can regulate employees' self-efficacy motivation by influencing environmental perception and satisfying self-efficacy needs to enhance employees' self-identification and motivate knowledge sharing.

4.5.2 Management Recommendations

This study constructs a model of organizational atmosphere's influence on employee knowledge sharing motivation and conducts empirical analysis through questionnaire surveys. Results demonstrate that organizational atmosphere can directly influence employee knowledge sharing motivation, thereby affecting organizational knowledge sharing effectiveness. Based on these findings, this study offers the following management recommendations for enterprises to effectively create and manage internal atmosphere, improve knowledge flow, and enhance knowledge value:

- (1) **Align organizational culture with strategic planning and vision.** Build culture suitable for organizational development with distinctive characteristics. Implement specific cultural activities to enhance employees' organizational identification and belonging, fostering positive environmental perceptions that yield more knowledge sharing behaviors in return.
- (2) **Improve enterprise knowledge management capabilities and levels** to ensure knowledge sharing realization. Enterprises can increase funding to expand knowledge capacity, improve knowledge quality, and optimize knowledge sharing channels. Providing environmental support for knowledge sharing both facilitates employee knowledge exchange and stimulates knowledge sharing behavior by influencing employees' knowledge learning enjoyment, self-challenge, and self-value realization motivations.
- (3) **Perfect knowledge sharing reward systems** by linking knowledge sharing outcomes to performance evaluation. Use external reciprocal benefits to encourage knowledge sharing. Faced with attractive and achievable knowledge sharing reward systems, employees driven by organizational reward motivation and reciprocity motivation will actively share knowledge to satisfy their motivational needs.
- (4) **Beyond material incentives, employ spiritual incentives** to encour-

age knowledge sharing. Enterprises can implement honor and title systems based on knowledge levels, organize knowledge competitions, and establish knowledge sharing recognition policies to satisfy employees' motivational needs and motivate proactive knowledge exchange and sharing.

Limitations

This study's research model is a simple influencing factors model. Although control variables were set and one-way ANOVA conducted, none passed significance tests, requiring further research to identify relevant reasons. The study also found that other factors may moderate the relationship between organizational atmosphere and knowledge sharing motivation, but the model did not include mediating or moderating variables, necessitating further research and improvement.

This study primarily used electronic questionnaires without typical sampling, resulting in low sample representativeness and potential sampling errors. Additionally, the sole use of questionnaires published online may compromise data authenticity. Therefore, survey methods should be improved by combining multiple approaches—using questionnaires as the primary method supplemented by field visits, telephone interviews, and face-to-face interviews—to enhance data authenticity and validity.

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Author Contributions:

Lu Shaojiao: Responsible for data collection, analysis, and initial manuscript writing.

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