

## Knowledge Sharing within a Team: Exploring the Antecedents and Role of Trust

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**Abstract :** Knowledge sharing is a process in which individuals mutually exchange existing knowledge and co-create new knowledge. Previous research has confirmed that trust is positively associated with knowledge sharing. However, only few studies systematically examined the antecedents of trust and these antecedents' impacts on knowledge sharing. In order to explore and understand the relationships between trust and knowledge sharing in depth, this study proposed a relationship maintenance-based model to examine the antecedents of trust in knowledge sharing in project teams. Three critical elements within a project team were measured, including the environment, project team partner and interaction. It was hypothesized that the trust would lead to knowledge sharing and in turn result in perceived good team performance. With a sample of 200 Hong Kong employees, the proposed model was evaluated with structural equation modeling. Expected findings are trust will contribute to knowledge sharing, resulting in better team performance. The results will also offer insights into antecedents of trust that play a heavy role in the focal relationship. The present study contributes to a more holistic understanding of relationship between trust and knowledge sharing by linking the antecedents and outcomes. The findings will raise the awareness of project managers on ways to promote knowledge sharing.

**Keywords :** knowledge sharing, project management, team, trust

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