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# Impact of Knowledge Sharing and Teamwork on Team Performance with the Moderating Role of Supervisor Support

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## Abstract

This study focused on the proposed hypothetical model to explore the association between the knowledge sharing, teamwork, and team performance of construction project-based organizations professionals in Rawalpindi and Islamabad cities while observing the supervisor support in moderating role. The study was conducted by a cross-sectional survey among employees of selected organizations of Rawalpindi and Islamabad cities, respectively. The sample consists of 224 employees and data collection was done by the distribution of structured questionnaires through convenience sampling technique. In statistical analysis to draw conclusions the analytical tools such as reliability, correlation, and regression analysis were used. It was obvious from the results that there was a positive association between knowledge sharing-team performance and team work-team performance relationships. Similarly, it was also evident that supervisor support positively moderates between knowledge sharing-team performance and teamwork-team performance relationships. It is recommended that the organizations should emphasize enhancing the perception of supervisor support among employees due to which employees will share knowledge and will work as a team and team performance will boost up. In a team environment, supervisor support helps in the resolution of employee problems and strengthens the team members. In this way, team members outperform and generate a good result for the team as well for the whole organization.

**Keywords:** Knowledge sharing; Teamwork; Supervisor support; Team performance

## Introduction

In most organizations 'Knowledge' is defined as the most necessary and significant competitive asset [1]. Knowledge management is a basic component of organizational success, products, and services [2]. Knowledge management is the process of apprehending, allocating, saving, and utilizing

knowledge, while it has become the most significant element to increase and maintain a company's competitive advantage [3]. In project-based organizations when Knowledge is shared, it's vital to make a great association between partners of various projects [4]. Sharing knowledge ensures different advantages, like good performance evaluation and reward from the organization, for knowledge sharing with team members, along with providing support to the company, organizing and developing essential networks within an organization, which are also a part of structural opportunities for Knowledge Sharing (KS) [5]. Knowledge sharing is advantageous for organizational learning and enhances tremendous gains to an organization [6]. Large multinational organizations with high topographical distribution are heavily dependent on fruitful knowledge sharing among staff, teams, and departments [7]. Knowledge sharing can be determined by reducing costs, improving efficiency, organizational and worker performance, and organizing teamwork [8]. In Project-based organizations enterprise information management strategies encourage the explicit project requirements and also contribute to the enhanced performance of a project, it also facilitates knowledge creation and dissemination between project team members [9]. For obtaining new knowledge, methods, and inventions, project managers should persuade members of different departments to work together. This knowledge should be utilized to solve troubles and work more efficiently and effectively to make project success and project managers use this knowledge in practice [10]. The important liability of project managers is to build influential teams. Teamwork is a procedure of changing a group of people with different interests, foundations, and expertise into a coordinated and productive work unit. Teamwork is not the only foundation of each successful administration, as well as methods to improve overall results in the organization's profitability. Teamwork means that employees work in a collective way to obtain a specific vision and to complete work in a better way and accomplish organizational goals. It is a way to increase the use of the workforce and ultimately ameliorate the performance of individuals and organizations, as it can expand personal gains through coordinated efforts. In this way, employees who work in the team become the sole of the organization [11]. Teamwork enhances the performance of individuals and organizational workers, but it should be

supported over time [12]. Supervisor support implies that the supervisor's behavior is to help workers illustrate the skills, knowledge, and attitudes gathered from the preparation plan [13]. As described by Bhatti MA et al. the supervisor undertakes necessary work in preparing for effectiveness [14]. Supervisor support as a moderator helps to bolster this association between teamwork, Knowledge Sharing (KS), and performance of the team. It refers that a team with completer and better supervisor support moderates positively between teamwork, Knowledge Sharing (KS), and performance of the team. Executive support is characterized by workers' perception that their leaders respect their commitment and care about their prosperity [15]. As the organization's operator, the supervisor is responsible for coordinating and evaluating the worker's work performance. Workers view their supervisors as having positive or negative effects on the stresses workers face [16]. Due to which workers who lack support from their supervisors are more stressed and are less satisfied with their job [17]. Past researchers have deduced that supervisor support influences the worker's work satisfaction level [18].

## Theoretical foundation

This study has the support of system theory and social exchange theory. System theory emphasizes working together if team members work as a team so team members will achieve the organizational objectives within the time frame and allocated cost and their performance will enhance. Theoretically, the link between teamwork and team performance is supported by system theory [19]. The highlights of system theory are that the framework relies on different interdependent segments working in an integrated approach to producing results [20]. Typically, teams are viewed as a three-stage framework that uses assets (inputs) to maintain inbound procedures (throughput) and produce specific products (output). Looking forward to this model, important precursor conditions (inputs) along with the program (throughput) that keeps the team characterize the attributes of the effective team. Inspections of predecessor conditions and team processes regularly raise questions for team progress and training. According to the literature of social exchange theory, past surveys suggest that when executives support workers, they will have a positive impact on worker attitudes and behavioral outcomes. If supervisors will support their employees and will exchange knowledge with their subordinates so they will work with enthusiasm and will work with interest which will boost up the performance of the team and ultimately team will achieve its objectives. This support is crucial in friendly organizations because frontier workers face particular difficulties, including:

- extended working hours and inequality, strict work schedules [21]
- access trouble with useful information that helps self-improvement and improve work performance [22]

## Literature Review

### Knowledge sharing and team performance

Knowledge sharing is very important for organizational learning and enhances tremendous gains to a firm [23]. Jamshed S. et al. studied the effect of Knowledge Sharing (KS) on Team Performance (TP) and concluded that both have a positive association [24]. Ming X carried out a study on enhancing Knowledge Sharing (KS) in a Chinese IT organization [25]. The author had worked in a Chinese IT organization and observed the situations and difficulties in the organization's normal work because of the absence of training on knowledge sharing or low quality of mutual information. Lee J carried out a study on the impact of knowledge sharing on individual creativity in higher education institutions: socio-technical view [26]. This study examined the impacts of knowledge sharing on people in a higher foundation of training in Korea, for which a socio-specialized view and social capital theory were utilized to research the critical forerunners of information commitment, and in addition to analyze social and specialized aspects. This examination was the principal research in regards to the connection among knowledge sharing and individual innovativeness, and it additionally distinguished the interceding impacts of knowledge sharing on individual imagination at an individual dimension in an advanced education organization. Tehreem A studied the effects of knowledge sharing on project success [27]. Results showed knowledge sharing was positively connected with PS while innovation mediates the connection between knowledge sharing and project success. Furthermore, the outcomes affirmed the moderating role of creative self-efficacy among knowledge sharing and innovation. Individuals who share information develop strong associations with other sub-contractual workers and associations among contract-based workers and the sub-contract based workers which incorporates training, information sharing, and experience [28]. Lee P carried out a study on leadership and trust: their impact on knowledge sharing and team performance and found that leaders who encouraged KS and engender trust add to team success [29]. So it can be well concluded from the literature that if there is sharing of knowledge among team members so team performance will boost and team members will achieve its objectives easily.

### Teamwork and team performance

Salas E et al. points out that teamwork is a system that can ameliorate the execution of work, but it needs to be supported timely [30]. Leaders should arrange training programs for his/her team members to work collectively, should create in them the sensitivity to support it, and to strengthen team members to enable teams to have an imperative influence on core leadership. According to Abdullah R team, individuals must have certain skills related to the team to perform in a viable way [31]. Individuals in the team must have the required skills to maintain the team, for example, showing trust in sharing of assignment-related data, ability to determine clashes, inspirational reinforcement, structure, and

organization among them. Kelemba J et al. studied the impacts of teamwork, team trust on worker performance in Jakarta Indonesia. The outcomes of this investigation demonstrated that there was a positive effect of teamwork on workers' performance [32]. Salmn AI studied the impacts of effective teamwork on worker performance [33]. This investigation aimed to analyze the impact of teamwork on worker performance in the public administration in Kenya and concluded that worker performance is greatly improved by teamwork. Agarwal S et al. studied the influence of effective teamwork on worker performance [34]. This research analyzed the influence of teamwork on worker performance. This investigation concluded that all the chosen components had a significant positive association with teamwork. This study inferred that efficient communication, level of trust, leadership, and accountability had a positive effect on workers' performance. Furthermore, this study discovered that there was no significant influence of interpersonal abilities and cohesiveness on worker performance. Shujaat S et al. studied the impact of teamwork on organizational productivity in chosen essential schools in the Accra metropolitan assembly [35]. The outcomes showed that organizational productivity enhances teamwork. Eisenberger R et al. studied the impact of teamwork on worker satisfaction [36]. It was inferred that teamwork significantly impacts worker satisfaction. From the above literature, it is inferred that teamwork has a positive influence on team performance and improved teamwork leads to enhanced team performance.

### Supervisor support as a moderator

Supervisor support was defined as workers' belief regarding the level of supervisors concern about their well-being and worth of their inputs. To use better efforts and own assets in innovative work, workers need inspiration. Supervisor support referred to the assistance given by the senior in the facilitation of the work or task execution at the workplace. It had been observed that a supervisor who supported and assist their team members improved the performance of the organization as well as the performance of the individuals. Supervisory support was an important aspect in a teamwork environment. It enhanced the performance of individuals at work. Moreover, as workers were conscious of the fact that their supervisor's assessment of their work performance was often reported to executives, who were seen as the agents of the firm, the link between affective commitment and supervisor support was made strengthen [37]. Azman I et al conducted a study on the significance of supervisor support for workers' affective commitment: an analysis of work satisfaction [38]. The inspiration behind the present investigation was to notice the effects of supervisor support an affective commitment of the workers of Malaysian private telecommunication organizations. The findings showed that supervisor support has a positive link with work satisfaction and affective commitment. Similarly; the investigation proposed that supervisor support could have enhanced the workers' affective commitment by exhibiting a significant connection among supervisor support and affective commitment through the intervention of work satisfaction. Park JG et al. researched the

connection between supervisor's role and work performance in a working environment training program and inferred that supervisor support and supervisor correspondence has a positive impact on worker performance [39]. From the mentioned literature it is well concluded that supervisor support positively moderates between knowledge sharing and team performance and teamwork and team performance.

## Research Methodology

To investigate the research hypothesis mentioned below, the following methodology was adopted.

**H1:** Knowledge sharing has a positive impact on team performance

**H2:** Teamwork has a positive impact on Team performance

**H3:** Supervisor support positively moderates between knowledge sharing and team performance

**H4:** Supervisor support positively moderates between teamwork and team performance

Questionnaires were distributed to 448 employees of construction project-based organizations in twin cities i.e. Rawalpindi and Islamabad cities of Pakistan in January 2019. The organizations included were MSN builders, FWO, NLC, Eighteen heights, SMS land development. Data was collected through several modes of communication such as through email, Whatsapp, and personal meeting. Of the allocated questionnaires the useable response rate was 50 percent (224). Likert scale was adopted for carrying out a survey. Knowledge sharing was measured by six items developed by Zhang XA et al. [40]. The sample item is "We shared the minutes of meetings or discussion records effectively". Team performance was measured by seven items adapted from [41]. A sample item is: has high employee satisfaction. Teamwork was measured by six items scale adopted from Shanahan [42]. The sample item is "The members of my team feel very close to each other". Supervisor support was measured by three items scale developed by [43]. The sample item is: "My supervisor cares about whether or not I achieve my career goals." The convenient sampling technique was used and those employees who were suitable for this study were approached for their well-thought participation. When the data was collected then analytical tools like correlation analysis and regression analysis were applied. While carrying out the moderation analysis [44] was used.

## Result

After the collection of data, the data was punched into SPSS 20 where different tools like reliability analysis, correlation, and regression analysis were applied.

Age

The age was distrusted among the intervals of 21-25, 26-30, 31-35, 36-40, 41-45, and above 45. There were 12 respondents among the interval of 21-25 which is 5.4% of the total. 50 respondents were included in the range of 26-30 which 22.3%

of the total. 36 respondents were the age between 31-35 comprising 16.1% of the total. A total of 45 respondents were present among the interval of 36-40 which is 20.1% of the total. 47 respondents were the age between the intervals of 41-45 which is 21% of the total. 34 respondents were the age was more than 45 which comprising 15.2% of the total sample population. The details are shown in **Table 1**.

**Table 1:** Age.

Age	Frequency	Percent %	Valid percent	Cumulative percent
21-25	12	5.4	5.4	5.4
26-30	50	22.3	22.3	27.7
31-35	36	16.1	16.1	43.8
36-40	45	20.1	20.1	63.8
41-45	47	21	21	84.8
Above 45	34	15.2	15.2	100
Total	224	100	100	-

#### Gender

The sample which was taken for this study was comprised of 224 personnel. So, in the following study, there were 166 (74.1%) males and 58 (25.9%) female respondents. The **Table 2** showing the statistics is attached under as:

**Table 2:** Gender.

Gender	Frequency	Percent %	Valid percent	Cumulative percent
Male	166	74.1	74.1	74.1
Female	58	25.9	25.9	100
Total	224	100	100	-

#### Education

Respondents were requested to mention their education. In this category, 29.9% were bachelors or low; masters were 53.1%; M. S/M. PHIL was 11.2%, and others were 5.8% shown in **Table 3**.

#### Experience

Inexperience category less than 1 year was 2.2%, 2-4 years were 27.7%, 5-6 years were 20.1%, 7-8 years were 30.4 and 8-10 years were 19.6% shown in **Table 4**.

#### Descriptive statistics

**Table 5** shows the mean and standard deviation values for all variables under study. The outcomes show that each one of the respondents agreed with every one of the questions.

#### Reliability analysis

The reliability of the questionnaire is established by using Cronbach's alpha test. Reliability coefficients of six variables

were obtained and of a questionnaire as the whole. The minimum threshold of Cronbach's alpha is 0.70. From **Table 6** it is evident that all the values of Cronbach's alpha are greater than 0.7 which means that the scale used for all the variables is reliably shown in **Table 6**.

**Table 3:** Education.

Education	Frequency	Percent %	Valid percent	Cumulative percent
Bachelor degree or low	67	29.9	29.9	29.9
Master degree	119	53.1	53.1	83
MS/M. Phil	25	11.2	11.2	94.2
Others	13	5.8	5.8	100
Total	224	100	100	-

**Table 4:** Experience.

Experience	Frequency	Percent %	Valid percent	Cumulative percent
Less than 1 year	5	2.2	2.2	2.2
2-4 years	62	27.7	27.7	29.9
5-6 years	45	20.1	20.1	50
7-8 years	68	30.4	30.4	80.4
8-10 years	44	19.6	19.6	100
Total	224	100	100	-

**Table 5:** Descriptive statistics.

Variables	Mean	Standard deviation
Team performance	4.08	0.5662
Knowledge sharing	3.96	0.7485
Teamwork	3.58	0.7996
Supervisor support	4.02	0.708

**Table 6:** Instrumentation items and reliabilities.

Variable	No. of items	Cronbach's alpha
Teamwork	6	0.728
Supervisor support	3	0.736
Knowledge sharing	6	0.809
Team performance	7	0.771

#### Correlation analysis

The outcomes of the correlation are shown in **Table 7** above. The results are delineated as under: From the results of correlation, it has been found that the IV, i.e. knowledge sharing is positively related to DV, i.e. team performance ( $r = 0.294^{**}$ ,  $p \leq 0.001$ ) which provides support to the first

hypothesis that knowledge sharing is positively linked to team performance. From the results of correlation, it has been found that the IV, i.e. teamwork is positively related to DV, i.e. team performance ( $r=0.337^{**}$ ,  $p \leq 0.001$ ) which provides support to the second hypothesis that teamwork is positively linked to team performance.

From the results of correlation, it has been found that the moderator, i.e. supervisor support is positively related with DV, i.e. team performance ( $r=0.297^{**}$ ,  $p \leq 0.001$ ), similarly supervisor support is positively related with knowledge sharing and teamwork with correlation coefficient values of 0.154\* and 0.161\* respectively which provides support to the third and fourth hypothesis that supervisor support positively moderates between knowledge sharing-team performance and team work-team performance relationships.

From the results of correlation, it has been inferred that independent variables i.e. knowledge sharing and teamwork have a positive association with each other ( $r=0.354^{**}$ ).

**Table 7:** Correlation analysis.

Predictors	Mean	SD	1	2	3	4
TP	4.08	0.5662	1	-	-	-
KS	3.96	0.7485	0.294**	1	-	-
TW	3.58	0.7996	0.337**	0.354**	1	-
SS	4.02	0.708	0.297**	0.154*	0.161*	1

## Regression analysis

To recognize the impact of different relationships of dependent and independent variables of the study, regression analysis has been performed.

**Knowledge sharing and team performance:** Direct Results was shown that the first hypothesis, i.e. Knowledge sharing has a positive influence on team performance has been supported as showed by the regression analysis. Beta value, i.e., ( $\beta=0.223^{***}$ ), showed that there was a positive link between knowledge sharing and team performance and one unit increment in the KS will cause a 22.3% increment in the team performance.

The value of R2, i.e. ( $R^2=0.087$ ), shows that knowledge sharing is accounted for the variability of 8.7% in the team performance. The p-value which is ( $p=0.000$ ), supported the first hypothesis as shown in **Table 8**.

**Teamwork and team performance:** Direct results was shown that the second hypothesis, i.e. teamwork has a positive impact on team performance has been supported as showed by the regression analysis. Beta value, i.e., ( $\beta=0.239^{***}$ ), showed that there was a positive link between teamwork and team performance and one unit increment in the Teamwork will cause a 23.9% increment in the team performance.

The value of R2, i.e. ( $R^2=0.114$ ), shows that teamwork is accounted for the variability of 11.4% in the team

performance. The p-value which is ( $p=0.000$ ), supported the second hypothesis as shown in **Table 9**.

## Supervisor support as a moderator between knowledge sharing and team performance

Hypothesis three which is that supervisor support positively moderates between knowledge sharing and team performance is supported by the results of an interaction term with  $\beta=0.286^{**}$ ;  $\Delta R^2=0.114$  and P value= $0.000$ . The stated results show that supervisor support positively moderates the association between knowledge sharing and team performance as shown in **Table 10**.

## Supervisor support as a moderator between teamwork and team performance

Hypothesis four which is supervisor support moderates the association between teamwork and team performance. The hypothesis is supported by the results of the following research for interaction term with  $\beta=0.337^{**}$ ;  $\Delta R^2=0.144$  and P value= $0.000$ . The stated results show that supervisor support positively moderates the association between teamwork and team performance as shown in **Table 11**.

**Table 8:** Regression analysis.

Team performance			
Predictor	B	R2	Sig.
Knowledge sharing	0.223	0.087	0
DV=Team performance; IV=Knowledge sharing; $p<0.05^*$ , $p<0.01^{**}$ , $p<0.001^{***}$			

**Table 9:** Regression analysis.

Team performance			
Predictor	B	R2	Sig.
Team work	0.239	0.114	0
DV=Team performance; IV=Teamwork; $p<0.05^*$ , $p<0.01^{**}$ , $p<0.001^{***}$			

**Table 10:** Moderation analysis.

Team performance		
	B	$\Delta R^2$
<b>Step 1</b>		
Control variable (experience)	-0.081	-
<b>Step 2</b>		
Knowledge sharing	0.192**	-
Supervisor support	0.197**	0.144**
<b>Step 3</b>		
KS $\times$ SS	0.286**	0.114**

**Table 11:** Moderation analysis.

Team performance		
	B	$\Delta R^2$
<b>Step 1</b>		
Control variable (experience)	-0.081	-
<b>Step 2</b>		
Teamwork	0.205**	-
Supervisor support	0.192**	0.162**
<b>Step 3</b>		
TW $\times$ SS	0.337**	0.144**

## Discussion

Teamwork means working in a collective way to achieve a specific vision, the ability to coordinate with each other effectively, and to attain the organizational goals. Team effectiveness means that the team achieves its goals, fulfilling the necessities and goals of members, and supporting itself timely. It is argued that organizations should focus on high-performance teams rather than useful ones to achieve organizational goals. To establish long-term changes and ensure that organizations promote teamwork, pioneers should take action on the organization in all aspects of the organization. Teamwork is an important part of improving organizational performance. Studies show that teamwork can improve employee performance because when individuals work in teams, people get a variety of ideas to enhance and end tasks in a viable way. Teamwork has a positive influence on team performance, and if teamwork will be high then team performance will be high and vice versa. This may be because employees are persuaded to work effectively in most cases to achieve a common goal. Current study outcomes show that the teamwork is very beneficial because the team members are focused on work coordination and togetherness, so they can gradually develop their creativity. Based on these ideas, it can be said that the performance of teams working in the project organization increases as they are prone to work in the team. In this study, an effort has been made to check the influence of teamwork and knowledge sharing on project team performance with the moderating role of supervisor support. From the findings, it is concluded that teamwork positively and significantly impacts the project team performance. Further, the performance of the team can be enhanced by promoting teamwork culture inside the organization. Knowledge sharing is a basic tool for both managers and researchers. Knowledge is no longer considered a resource, but a key organizational resource in the current knowledge economy. In this study, an effort has been made to check the influence of teamwork and knowledge sharing on project team performance with the moderating role of supervisor support. It is inferred that knowledge sharing positively and significantly impacts team performance. Further, the performance of the team can be enhanced by promoting knowledge sharing culture inside the organization. The manager and supervisor should provide efforts to promote and encourage the employee for knowledge sharing. This approach enables them to put their

efforts to fulfill the task and the performance increases as the knowledge sharing among the team members increases. Supervisor support is an essential element in organizational development and employee performance enhances as supervisor support increases. Supervisor support is necessary for the way that supervisors usually report to seniors about worker performance and were made responsible for the pay rise and promotion of workers [45]. Supervisor support helps in the reduction of employee issues and it caters with basic needs necessary in the execution of work. In the team environment, supervisor support helps in the resolution of employee problems and strengthens the team members. In this way, team members perform and generate good results for the team as well for the whole organization. In the current study, supervisor support is taken as a moderator between teamwork and team performance, also between knowledge sharing and team performance. It is inferred through results that supervisor support significantly and positively moderates between teamwork-team performance and knowledge sharing-team performance relationships.

## Conclusion

There are several factors in the organization that allow people to accept and develop team performance with the end goal of improving performance and effectiveness. Team performance is a fundamental concern, and regulators work hard to improve organizational performance day and night. Through effective teams, organizations achieve their objectives within the time frame and allocated costs. Some ways and hints can lead to team performance but they are either special or not non-exclusive. The organizational environment is working to motivate organizational standards and provide tools and routes for team performance. In this study, an effort has been made to check the influence of teamwork and knowledge sharing on project team performance with the moderating role of supervisor support. It is inferred that knowledge sharing and teamwork positively and significantly affect the project team performance. Further, the performance of the team can be enhanced by promoting knowledge sharing and teamwork culture inside the organization. The results also show evidence that there is a noteworthy positive link between teamwork and knowledge sharing with team performance and supervisor support positively moderates between knowledge sharing-team performance and team work-team performance relationships.

## Managerial implications

This research has been aimed to provide repercussions for managers by throwing light on the potential means of focusing on team performance. In today's competitive economy; the promotion of better organizational culture, based on care and novelty, may offer great value.

- This study has confirmed that positive outcomes at employees' level may be attained with the help of supervisor support practices. Hence, this study contributes towards the academic accumulation of the research on supervisor

support in the research on knowledge sharing-team performance and team work-team performance, which has not been appropriately explored in the past

- Therefore, organizations in the project-based organizations of Pakistan are recommended to adopt and promote knowledge sharing practices
- The role of managers in the past was to give orders and things must be done as per the orders but in today's environment, the role becomes diverse as the manager needs to focus on the potential of employees and brings the best out of them
- Managers must share knowledge with their team members based on their experience as it improves team performance. Similarly, team members should also share knowledge about their tasks assigned to them as by doing so; the team performance will increase and they will achieve their objectives
- Employees of an organization should know that they have to work as teams so in this manner tasks will complete in a better way. And if any employee doesn't have sufficient knowledge regarding a task so others can help him out. So in this way tasks will complete within the timeframe and ultimately team performance will increase
- Managers must arrange awareness sessions regarding teamwork as if teamwork is introduced in the employees so employees will perform their work as teams and tasks will complete in less time which will boost the performance of the team and profit will be for the organization
- Managers should support their employees as by doing so employees will be motivated and they will work with interest and will share knowledge and will perform as teams.
- Managers should support his team members as by doing so they will engage in extra-role performance in addition to in-role performance
- In this particular study significance of supervisor support is sufficiently validated while considering the sharing of knowledge and teamwork and their contribution towards enhancement of employee work role and team performance.

## Theoretical implications

This study contributes to the project management literature in many ways. First, our study contributes to the project-based organization by developing an integrated model based on knowledge sharing and teamwork as predictors to team performance with supervisor support in project-based organization industry, and more specifically for the project managers in Pakistan. Besides, supervisor support was also examined as a potential moderator strengthening the relationships. This study has the support of system theory. System theory emphasizes working together if team members work as a team so team members will achieve the organizational objectives within the time frame and allocated cost and their performance will enhance. This study also has the support of the social exchange theory. According to the literature of social exchange theory, past surveys suggest that when executives support workers, they will have a positive impact on worker attitudes and behavioral outcomes. If supervisors will support their employees and will exchange

knowledge with their subordinates so they will work with enthusiasm and will work with interest which will boost up the performance of the team and ultimately team will achieve its objectives:

- Current study findings show that knowledge sharing has a positive impact on team performance. If managers share knowledge with his employees so tasks will complete in a time frame and will end up in a better way due to which team performance will enhance
- Further, the performance of the team can be enhanced by promoting teamwork culture inside the organization
- The results suggest that there is a noteworthy positive link between teamwork and knowledge sharing with team performance, supervisor support positively moderates among knowledge sharing, teamwork, and team performance

## Limitations

- The sample size selected was small therefore researchers can select a large sample size to generalize this study
- The findings of this study were constrained to construction project-based organizations so researchers can apply this study to other project-based organizations so to reinforce the generalizability of this study
- Furthermore, the study was carried out in Pakistan, so researchers can carry out this study in other nations too so to generalize the results

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