

## **The Impact of Knowledge Sharing on Intrapreneurship through Studying the Moderating Role of Work Ethics in Tose'e Credit Institute**

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### **Abstract**

*Entrepreneurship is considered as driving engine of economic development and knowledge management can have an important role in the success of this drive. However, if people are expected to share whatever they learn in organization, there must be provided conditions in the organization where a kind of a norm within the organization and work ethics would be supported. The title of this research is the impact of knowledge sharing on intrapreneurship through studying the moderating role of work ethics in Tose'e Credit Institute. In order to measure the variables of the study, field method and the questionnaire were used. Then questionnaires were distributed among sample consisting of 210 personnel in different areas of the organization. The results showed that the correlation between variables of knowledge sharing and intrapreneurship is 0.683 and with the arrival of a moderating variable (work ethics) this coefficient is 0.466.*

**Key words:** Knowledge sharing, intrapreneurship, Work ethics, Tose'e Credit Institute

### **Introduction**

Given the complexity and growing competition in world today which is along with fast developments of international environment and passing industrial society to information society and also changes of national economy to a global economy, entrepreneurship is called driving engine of economic development; because it can results in growth and economic developments of countries, increasing efficiency, creating occupation and social welfare (See Ahmadpour and et al., 2004). Educated entrepreneurs play an important role in economic development and are considered the origin of main developments in industrial, manufacturing and service areas in the organizations (Duane, 2000). Also, they cannot run over smaller, agile, innovative, low-cost opportunity-oriented competitors with a few creative and entrepreneur people and with carrying out some entrepreneurial projects. They should provide conditions so that all employees have entrepreneurial spirit and they can do their activities continuously, individually or in groups.

This requires the implementation of an important phenomenon called intrapreneurship (Emami nejad, 2004:12). Intrapreneurship is an organizational effort to create mentality and entrepreneurial skills and of course entering these features and mentalities into culture and activities of the organization. Entrepreneurship has been established to solve some problems such as fast increase of rivals, creating a sense of distrust toward traditional management methods in the organizations, leaving the best workforce and their action of independent entrepreneurship. For realization of entrepreneurship, some tools are needed. Since entrepreneurship does not operate in a vacuum and a blank mind will be never an innovative mind, the existence of ingredients that provide access to knowledge is one of the most important requirements of this realization. One of these is the tendency of people toward knowledge sharing. Given that knowledge has been introduced as one of the strongest forces to achieve a competitive advantage in the modern economy, knowledge sharing emphasizes knowledge sharing between individuals and teams voluntarily (Brink, 2003), and it is considered vital in the essence of knowledge management and early action to entrepreneurship, providing new ideas and operationalizing them. The ability and willingness of people toward knowledge sharing, is important for organizations today so that one of the critical constraints of managers in the organization is inability and unwillingness to share and distribute new knowledge among employees. It should be noted that encouraging employees to share knowledge on a voluntary basis, it is not easy and many factors affect the willingness of employees to share knowledge (Mohammadi Fateh, 2007).

Sharing Knowledge takes place when a person is eager to help and learn from others in order to develop new competences. Salopeck (2000) says that if we want people to share whatever they learn in the organization, there must be conditions provided there where sharing is a result of supporting by work place context and a kind of norm within the organization and in other words is the result of work ethics. Victor and Cullen (1998) believe that the ethical climate is one of the key factors in the adherence or lack of adherence to the different behaviors of the organization employees. According to Victor and Cullen, organizational climate refers to common perceptions of what is known morally right in terms of ethics by employees. Several researchers like Deshpande et al demonstrated that the ethical climate within an organization influences ethical behaviors of employees in the workplace significantly. Work ethics is a cultural norm which gives a positive spiritual value to do good work in the community and it believes that the work itself has intrinsic value. So the work ethics has a paramount importance to the decisions of the authorities in order to create and maintain employees motivated and hard-working. However, if the type and severity of morality is in such a way that puts organization in its path of the material and spiritual growth and excellence, it will surely lead to the realization of human aspirations, and as the contrary, if the quality and quantity of the ethics are not taken into account, it will lead to failure and collapse of organization (Deilami Azerbaijani, 2001).

Work ethics, as one of the issues raised in today's organizations, is influenced by factors within and outside the organization. Given that one of the main challenges of most leaders is the creation of an environment in which the type of capacity will be created in others where a culture of entrepreneurship is encouraged (Deshpande and colleagues, 2000), the ethical climate within an organization can help managers and corporate leaders in this regard. Recent research by Politis (2001) showed that a variety of leadership styles which are described with features such as cooperative behavior, mutual trust and respect for the ideas and feelings of subordinates (ethical climate in the organization) that are characterized according to the styles with features such as deontological behavior and task-oriented are strongly related to create new ideas of a stronger relationship. Peterson believes that morality can help to grow a culture of quality, the culture where employees are encouraged to think about improving working processes and discuss them. A look at the Tose'e Credit Institute represents that this organization as an institution in private sector is forced to be entrepreneur for its survival and this is clear in all policies and strategies of the organization. Due to the placement of knowledge in intrapreneurship and existence of appropriate background promoting entrepreneurship, this question is arisen that whether the development of knowledge sharing in the credit institution has an impact on intrapreneurship and the existence of work ethics space can influence the relationship between knowledge sharing and intrapreneurship.

### ***An overview of the theoretical foundations***

It is tried to describe the theoretical foundations briefly in relation to subject in this sector.

### **Knowledge sharing**

The behavior is the human behavior that results in receiving immediate information flows, such as the exchange of explicit and implicit experiences, providing ideas and skills that lead to innovation in the organization (Cabrera and Cabreara, 2002; Wang et al, 2008). Also given the definition (Schilligio , 2007) knowledge sharing is the set of behaviors that include knowledge and information exchanges and helping others in this regard. Knowledge sharing is like organizational citizenship behaviors which is done voluntary in the organizations. One of the ways to measure knowledge management is by the amount of knowledge sharing (including explicit and implicit knowledge) that are done in the organizations..(Schilligio,2007). Wah (2000) states that one of the major obstacles to the creation of knowledge sharing is the tendency of people to save knowledge, in fact, people tend to save their knowledge because they think that knowledge is power. So indeed knowledge sharing is a set of behaviors which include knowledge and information exchanges and helping others in this regard. Knowledge sharing is like organizational citizenship behaviors which is done voluntary in the organizations.

### **Innapreneurship**

Entrepreneurship is a French word which means \ "to commit \". Entrepreneurship first has attracted economists and all economic schools have described entrepreneurship in their own theories from the 16th century. In fact, intrapreneurship is a process to innovate products and processes and has been founded through induction and creating innovative culture in the pre- established organization or in other words is a set of activities that have sources and organizational support in order to achieve outcomes of innovators (Aghaii,1999). In this study, according to corporate professionals of statistical population and for reasons of proportionality and relevance more with organizational aspects, intrapreneurship model of Anthonique and Hisrich has been used consisting of three components of new business, innovation in products and services and innovation in the process.

- **New business"**: New units are a prominent property of intrapreneurship that can lead to create new businesses inside the organization. In the small and large new founded companies, new founded units can include establishing totally official and independent and semi-independent units which are known as incubation entrepreneurship. These independent institutions can be placed inside or outside of organization. So entering the new businesses can be seen as main activities of the organization than creating new units or companies; because the entry into new businesses emerged recently the novelty within the current structure of the organization, while about the formation of new units, a new organizational element is born, which indicates a change in the organizational structure ( Taslimi et al, 2006).

- **Innovation in product and service / process**: This aspect of intrapreneurship is related to innovation in products and services with emphasis on development and innovation in technology. Intrapreneurship includes developing new product, improving it and new methods and trends of production. Knight (1997) considers the development and improvement of products and services and also arts and technologies in production as a part of intrapreneurship and Zahra (1993) considers the innovation in products and technological entrepreneurship as an aspect of innovation in the manufacturing companies.

### **Work ethics**

Fered Ardaavid (2010) (quoting by Shirvani and Si Sakhti, 2012) states that in the organization , good moral principles are prerequisite of strategic management that shows strategy is good and good moral principles means good company. Good morality not only increases customers but also makes them become your ardent fans. The ethics is the unwritten law and where law ends morality and ethics begins. Morality is the spirit of law and promoting it leads to law abiding. On the other hand, teaching good behavior that leads to the happiness of people in this world and hereafter is one of the basic lessons of divine religions; God in Quran appreciates prophet Muhamad for his good morals (Qalam, verse 4); work ethics is a cultural norm that has defined a positive moral value in order to do an appropriate job and job has an inherent value (Hill,1996; Yankelovich,1981). According to the Petty and his colleagues (2007) work ethics has four main components. These components include: 1. attachment to job 2. devotion to work hard and diligently at work 3.having human relations in the workplace, 4. having a spirit of cooperation and participation in the work. And about the work ethics questionnaire, a standard questionnaire by Petty and colleagues was used. Among studies carried out about the relation of work ethics, Yusef (2001), Koh and Boo (2001) and Vitell & Davis (1990) stated that the work ethics are exactly related to job satisfaction.

Ambert & Hougan (2009) in a research in a private company in Middle East found that work ethics has the most influence on job satisfaction (Mohammad et al, 2010). Many authors have studied relations between work ethics and organizational commitment. Elizur, Rokhman, Koslowski quoted by Kidron (2014) are of first researchers who studied the relation between work ethics (Protestant work ethics) and organizational commitment and concluded that protestant work ethics of workers has more relationship with spiritual and moral commitment than computational commitment. Accordingly, other researchers found that work ethics has a significant relationship with organizational commitment and those workers with strong corporate values show relatively more commitment and those workers with instrumental values show less commitment and also they show that work ethics has a direct relationship with organizational commitment and they believe that inherent work ethics has a very close relationship with organizational commitment than global criteria of work ethics and external work ethics.

### ***Research background***

Nizam et al (2016) in the study entitled as "the effect of Islamic work ethics on organizational commitment" considers the impact of these two components on each other and organization. In this study, Islamic work ethics is known as moral sense that is seen more in Islamic teachings and relies on faith. On the other hand, organizational commitment as a component has been studied in relation to the interests and behavior of employees in organizations. In this study, 156 respondents were studied who were from small and medium-sized retail Textiles and Clothing services in Kuala Lumpur and Selangor engaged in activities that were designed based on a 6-point Likert questionnaire. The results show that the model presented in this study has been approved in terms of reliability and validity and, therefore, was considered appropriate in order to examine the impact of these components. This study shows that Islamic work ethics influences organizational commitment and its components (affective, normative and continuing commitment).

Sohrabi and Van Solms (2016), in a study entitled as "a model of information security in knowledge sharing" state that knowledge sharing plays a main role for people in the organization. At the same time knowledge sharing should have the least risk in the development of enterprise information to its rivals. They presented a model in this paper in which the knowledge sharing in the system of information security is maintained in that organization. In this research they applied the motivation theory and the theory of planning organizational behavior as the basis for their model. The results show that gaining corporate reputation and also promotion within the organization as the external motives and satisfaction and curiosity as the internal motives have positive impacts on the attitude of workers in enjoying the knowledge-sharing models. Also the self-worth satisfaction has no positive impact on the attitude related to models of knowledge sharing. Other results of this study show that it can be concluded that attitude; behavior control and mental norms of employee have a positive impact on knowledge sharing models. The results also suggest that organizational support of knowledge sharing has more impact than organizational trust to implement the models of organizational security in knowledge sharing.

Forquesato (2016) provides a model in a study titled as "Social norms of work ethics and rewards in the organization" that shows the relationship between the diffusion of work ethics (social norms in work environment) within a given society and choosing the incentives for employees by companies. In this study, researcher by providing evidences of three different sets shows that work ethics is strongly associated with organizational motivation. He also stated that when all mentioned components are complement each other, along with the hard work of employees in the organization, all lead to have efficiency and create constructive factor in the organization.

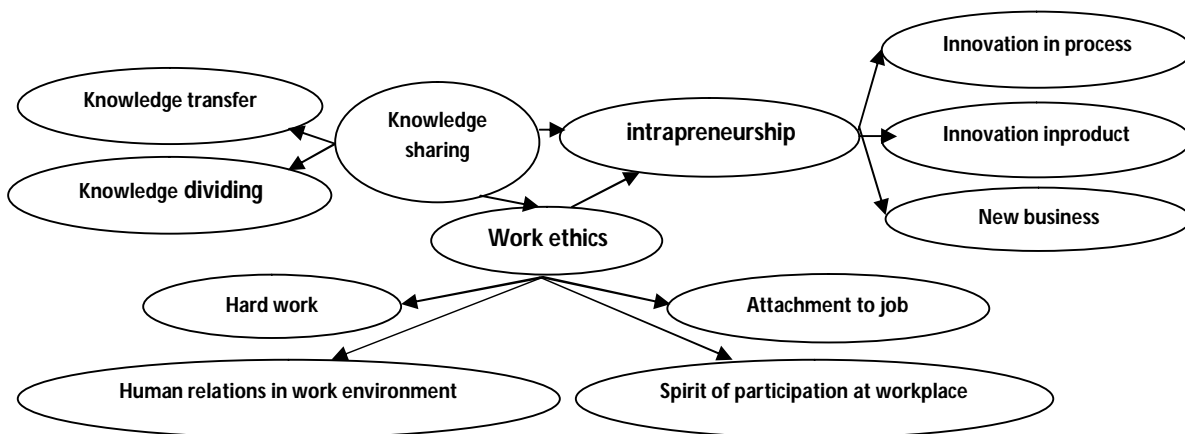
In fact, research results shows that in similar organizations, an organization where the work ethics is observed, it seems more likely that the hard work of employees in the organization is due to the appropriate environment. Finally, in this study a dynamic model is offered in this regard. Sabir Khan & Rasheed (2016) in a research entitled as "human resources management practices and project success with the moderating role of Islamic work ethics in project-based organizations in Pakistan", studied hypotheses regarding the moderating role of Islamic work ethics and human resource management components in the organization (selection and recruitment, training and career development of employees, performance evaluation and compensation system for service of employees) in the project-based organizations in Pakistan. Hypotheses expressed in this research have been approved by experts in the four major cities of Pakistan. These findings suggest that training and career development of employees have fewer roles than the other three elements on the human resources of organizations.

The results also suggest that Islamic work ethics is just effective in the relationship between the selection and recruitment and evaluating employees with the moderating role. Chin-Wen Wu (2015) in an article entitled as "global entrepreneurship and innovation in management, comparison of MRA / SEM methods against fuzzy algorithms of set theory", considers the 39 articles which were provided in the field of Global Entrepreneurship Conference (GEIM), by methods of MRA / SEM against fuzzy algorithms of set theory. The purpose of this paper is to examine the methods and innovative solutions in the field of Global Entrepreneurship.

In an article entitled as "the experiment in sharing global knowledge in the global bank" by Morris et al (2015), they state that knowledge sharing can be very effective in today's competitive world and age of technology. In fact, this is knowledge sharing that can results in providing a set of formal and informal information and of course via awesome and fun path and causes the employees are more likely to receive information from their colleagues who are scattered around the world and also understand the value of shared information very good by connecting technology to the formal system (bank). In this study, the researchers analyze the impact of 175 cases of knowledge sharing in the organization by interviewing managers of international financial companies. The aim of this study was this fact that which component of knowledge sharing leads to attract attention of employees and has more value to them. In this study, from an institutional perspective it was found that the knowledge with high ability to gain more competitive advantage and benefits can gain more attention but it was found that this information are harvested in any organization in a specific way. Peter Bryant (2015), in a study entitled as "entrepreneurship and the organization" provides a new definition of entrepreneurship and argues that entrepreneurship is to identify and exploit new opportunities to create value that this value chain can be possibly commercial, social, or cultural and organizational. In fact, in this study, the researcher studies the definitions and concepts of intrapreneurship and describes how entrepreneurship has been developed since its emergence in the eighteenth and nineteenth centuries and during the Industrial Revolution up to now. And at the end he explains how entrepreneurship can be used in the broader sense in the organization and has become a process that leads to a new way of leading organizations and how these organizations are to exploit the opportunities and value creation even when they do not have required resources.

**Conceptual Model**

Model of knowledge sharing is used to conduct research based on model of Dixon. Dixon believes that the selection of an appropriate process of knowledge sharing depends on factors such as type of knowledge (implicit or explicit), common method and frequency of knowledge sharing process and receiver of knowledge (individual, group or the whole organization)(Brady, 2002). Dixon suggests five mechanisms to transfer knowledge which includes: sequential, explicit, hidden, strategic and expert transfers. In this study, according to corporate professionals of statistical population and because of proportionality and relevance with organizational factors, three dimensions of intrapreneurship model of Anthonique and Hisrich were selected to limit the research issue, as description of following table and model of work ethics by Gregory C. Petty (1990) was used and this model has been also used by Saeed Moayedfar in an article entitled as "study of work ethics of employees in manufacturing institutions" and by Maryam Najar Nahavandi in the thesis entitled as "the study of work ethics of Tehran University employees with an emphasis on gender".



**Figure 1: Conceptual Model of Research**

**Methodology**

The method of this research is descriptive- correlational because the purpose is to investigate the relationship between the variables in the research, to study the impact of knowledge sharing on intrapreneurship by examining the moderating role of work ethics and also describe the status quo of studied institute in terms of the proposed variables. Also in this study, according to sampling table of default society which was provided by Kerensky and Morgan in 1970, sample size in this study is 210 subjects that it has been calculated using Morgan table and simple random sampling. Accordingly in this research, questionnaires have been distributed and then using obtained data, confidence level has been calculated by Cronbach’s alpha method with the help of SPSS and results are presented in the table below.

**Table 1: Cronbach’s alpha**

Title	Number of questions	Cronbach's alpha coefficients
Work ethics	12	.924
intrapreneurship	9	.956
Knowledge sharing	13	.916

**Findings**

In this section, first to ensure normal distribution of data we used Kolmogorov-Smirnov test to determine the use of appropriate analytical tests (parametric and nonparametric). According to the results, with 95% confidence we could normalize the distribution of data and used parametric test.

**Table 2: K-S test for the normal distribution of scores for each of these variables**

		Attachment to job	Hard work	Human relations	cooperation	Knowledge transfer	Knowledge dividing	Innovation in process	Innovation in product	New business
N		212	212	212	212	212	212	212	212	212
Normal Parameters	mean	3.4638	3.1903	2.8860	3.1439	3.13	3.169	3.053	3.495	3.2280
	SD	.75571	.82450	.98700	.96250	.928	.8964	.9738	1.004	1.0058
/Most extreme differences	good	.120	.120	.096	.086	.051	.085	.091	.110	.086
	positive	.120	.120	.096	.086	.051	.061	.076	.067	.086
	negative	-.109	-.088	-.079	-.065	-.049	-.085	-.091	-.110	-.071
Kolmogorov-Smirnov Z		1.754	1.744	1.391	1.255	.748	1.243	1.330	1.609	1.247
Asymp. Sig. (2-tailed)		.044	.065	.042	.086	.630	.091	.058	.031	.089

**Test of hypotheses**

- Knowledge sharing has an impact on creating innovation in product and services in Tose’e Credit Institute.
- H0: Knowledge sharing has no impact on creating innovation in product and services in Tose’e Credit Institute.  
H1: Knowledge sharing has an impact on creating innovation in product and services in Tose’e Credit Institute.

Model	Unstandardized coefficient		Standardized coefficients	t	Sig.
	B	Std. error	Beta		
Knowledge sharing (constant)	<b>1.957</b>	<b>.233</b>		<b>8.314</b>	<b>.000</b>
	<b>.488</b>	<b>.072</b>	<b>.424</b>	<b>6.776</b>	<b>.000</b>

As can be seen, knowledge sharing has an impact on innovation in product and service in studied institute. So according to the results, H0 is not confirmed and H1 will be confirmed. The effectiveness of knowledge sharing on creating innovation in product and services in this institute equals .488 and it can be stated as below:

**Innovation in product and service = 1.957 + knowledge sharing (0.488)**

2. Knowledge sharing has an impact on creating innovation in process in Tose'e Credit Institute.  
 H0: Knowledge sharing has no impact on creating innovation in process in Tose'e Credit Institute.  
 H1: Knowledge sharing has an impact on creating innovation in process in Tose'e Credit Institute.

Model	Unstandardized coefficient		Standardized coefficients	t	Sig.
	B	Std. error	Beta		
Knowledge sharing	.266	.154		1.727	.006
(constant)	.884	.047	.792	18.789	.000

As can be seen, knowledge sharing has an impact on innovation in process in studied institute. So according to the results, H0 is not confirmed and H1 will be confirmed. The effectiveness of knowledge sharing on creating innovation in process in this institute equals .884 and it can be stated as below:

**Innovation in process = .266 + knowledge sharing (0.884)**

3. Knowledge sharing has an impact on creating new business in Tose'e Credit Institute.  
 H0: Knowledge sharing has no impact on creating new business in Tose'e Credit Institute.  
 H1: Knowledge sharing has an impact on creating new business in Tose'e Credit Institute.

Model	Unstandardized coefficient		Standardized coefficients	t	Sig.
	B	Std. error	Beta		
Knowledge sharing	1.495	.229		6.532	.000
(constant)	.550	.070	.477	7.859	.000

As can be seen, knowledge sharing has an impact on creating new business in studied institute. So according to the results, H0 is not confirmed and H1 will be confirmed. The effectiveness of knowledge sharing on creating new business in this institute equals .550 and it can be stated as below:

**New business = 1.495 + knowledge sharing (0.550)**

4. Knowledge sharing has an impact on work ethics in Tose'e Credit Institute.  
 H0: Knowledge sharing has no impact on work ethics in Tose'e Credit Institute.  
 H1: Knowledge sharing has an impact on work ethics in Tose'e Credit Institute.

Model	Unstandardized coefficient		Standardized coefficients	t	Sig.
	B	Std. error	Beta		
Knowledge sharing	.716	.098		7.278	.000
(constant)	.778	.030	.873	25.907	.000

As can be seen, knowledge sharing has an impact on work ethics in studied institute. So according to the results, H0 is not confirmed and H1 will be confirmed. The effectiveness of knowledge sharing on work ethics in this institute equals .778 and it can be stated as below:

**Work ethics = .716 + knowledge sharing (.778)**

5. Work ethics has an impact on intrapreneurship in Tose'e Credit Institute.  
 H0: Work ethics has no impact on intrapreneurship in Tose'e Credit Institute.  
 H1: Work ethics has an impact on intrapreneurship in Tose'e Credit Institute.

Model	Unstandardized coefficient		Standardized coefficients	t	Sig.
	B	Std. error	Beta		
Work ethics	1.263	.190		6.655	.000
(constant)	.629	.058	.598	10.823	.000

As can be seen, work ethics has an impact on intrapreneurship in studied institute. So according to the results, H0 is not confirmed and H1 will be confirmed. The effectiveness of work ethics on intrapreneurship in this institute equals .392 and it can be stated as below:

$$\text{Intrapreneurship} = 1.263 + \text{work ethics} (.629)$$

#### *Does work ethics moderate the relationship between knowledge sharing and intrapreneurship?*

At first, the relationship between knowledge sharing and intrapreneurship has been studied in Model 1 and obtained regression coefficient is .683 and then work ethics has been entered the model as a moderating variable (Model2).

**Table 3: Summary of Model**

Model	R	R Square	Adjusted R Square	Std. error of the estimate
1	.683	.466	.463	.63914
2	.895	.802	.800	.39036

**Table4: Table of ANOVA**

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	74.836	1	74.836	183.198	.000
	Residual	85.785	210	.409		
	Total	160.622	211			
2	Regression	128.775	2	64.387	422.552	.000
	Residual	31.847	209	.152		
	Total	160.622	211			

**Table5: Correlation Coefficient**

Model		Unstandardized coefficients		Standardized coefficients	T	Sig.
		B	Std.error	Beta		
1	(Constant)	.783	.181		4.335	.000
	Intrapreneurship	.728	.054	.683	13.535	.000
2	(Constant)	-.285	.124		-2.296	.023
	intrapreneurship	.266	.041	.250	6.497	.000
	Work ethics	.811	.043	.723	18.814	.000

Above table represents correlation coefficient, the square of correlation coefficient or coefficient of determination in the way that the correlation of above variables is .683 for the first model and is without moderating variable of work ethics and at the average level. Also, the coefficient of determination indicates that .466 percent of changes in the dependent variable of intrapreneurship have been covered up by the independent variable of knowledge sharing. In the second model, the moderating variable of work ethics also is entered the model. As can be seen at table above, this variable can moderate the relationship between the two variables of intrapreneurship and knowledge sharing in the organization and the correlation between above variables is .895 in second model and at high level. Accordingly, the coefficient of determination indicates that 0.8 percent of changes in the dependent variable of intrapreneurship is covered up by independent variable of knowledge sharing.

#### **Discussion and conclusion**

The findings of this study show that there is a significant relationship between each dimension of intrapreneurship and knowledge sharing. As can be seen among these dimensions, new business has the highest correlation with innovation in product and equals .776. The knowledge transfer and dividing knowledge have the highest correlation among dimensions of knowledge sharing and it equals .829. It can be said that innovation in process among dimensions of intrapreneurship and sharing knowledge among dimensions of knowledge sharing have the highest correlations and they equal .791. Given the results of research by Sohrabi safa & Von Solms (2016) , it is clear that components of attitude, behavior control and mental norms of employees have a positive impact on the attitudes of employees that leads to share knowledge and the impact of knowledge sharing on intrapreneurship.



Also one of the findings shows that there is a significant relationship between each dimension of intrapreneurship and work ethics. As can be seen, there is the highest correlation between two variables of participation in work and human relations (.755). Also there is a correlation between each dimension of work ethics and intrapreneurship and the highest amount is between participation in work among dimensions of work ethics and innovation of process among dimensions of intrapreneurship (.690) and also there is a correlation between dimensions of work ethics and knowledge sharing and the highest correlation is between participation in work and knowledge transfer (.804). The results of this research are consistent with results of study by Forquesato (2016). In his research, by providing an evidence of three various sets the author shows that work ethics is strongly in relation with organizational motivation. Similarly, he mentions that when all components complete each other along with hard work of employees, this leads to have profitability and creates a constructive factor in the organization.

The findings of the present study indicate that the square of correlation coefficient or coefficient of determination are in a way that correlation between variables is .683 in the first model and is without moderating variable of work ethics and it is at average level. Also the coefficient of determination shows that .466 percent of changes in dependent variable of intrapreneurship are covered up by independent variable of knowledge sharing. In the second model, the moderating variable of work ethics also has entered the model. This variable can be considered as the moderating variable of relationship between two variables of intrapreneurship and knowledge sharing in the organization in a way that correlation between those variables is .895 in the second model and it is at high level. Accordingly, the coefficient of determination shows that 0.8 percent of changes in dependent variable of intrapreneurship is covered up by independent variable of knowledge sharing.

### **Suggestions**

Given the results of first hypothesis that it is expected that the status quo of knowledge sharing in studied institute to be higher than expected average and desirable status is reported, it can be suggested that with the desirable status of this component in the organization, managers should try to improve knowledge sharing among employees. This can be done by establishing communication networks inside the organization (intranet and also establishing internal social networks), encouraging employees to cooperate and share their knowledge with other employees in the organization, holding organizational synergistic classes where more employees will become familiar with knowledge sharing dimensions and its paths in the organization.

- Given the results of second hypothesis, the status of intrapreneurship in studied institute is higher than expected average. It can be said that despite obtained results, this institute can improve this component by holding intrapreneurial classes and also training employees to have more synergy with institute. It is recommended that this institute identifies its creative employees by creating communication channels of employees with managers and also classes to increase creativity and providing ideas and applies these employees by holding group meetings.
- In reviewing the third hypothesis it can be stated that the status of work ethics in Tose'e Credit Institute is higher than expected mean and ideal status is reported. The result can be studied in the Institute's Code of Ethics. It is recommended that managers hold meetings for employees to make them familiar more with the organization's Code of Ethics.
- According to obtained results from reviewing fourth hypothesis, it is obvious that there is a positive and significant relationship between knowledge sharing and dimensions of intrapreneurship and it can be recommended that focusing on knowledge sharing development can be effective in productivity of the organization..
- The existence of relationship between work ethics in the organization and entrepreneurship can be considered as the reason of attention paid by managers to the role and importance of intrapreneurship. In fact, these results can be interpreted this way that the relationship between these two components is important because of effective relation of employees with managers, the need of top managers of this institute to communicate with lower level employees. But given that the results suggest that there is a relationship between knowledge sharing and work ethics, this can be attributed to the importance of corporate ethics in the institute. It is recommended that researches conducted in this regard determine what moral standards should be taken into account to resolve this issue. It can be suggested to revise organization's Code of Ethics, and it is tried to promote it in order to have organizational excellence.

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