

### An Examination of Cross Functional Teams towards Knowledge Sharing

#### Abstract

Growth and success of an organization is primarily dependent on its ability to develop, leverage, and utilize its knowledge base. This study develops a model to test the impact of antecedents of knowledge sharing on team performance as outcome among the members of cross functional teams using a sample across the sectors. The paper makes significant contributions in the existing literature of knowledge sharing and understanding of how knowledge sharing can provide a better team performance. These antecedents have been classified under organizational characteristics and individual characteristic. The study has been based upon the data collected from 582 team members of 69 teams in 26 surveyed organizations in the country. Results suggest that mutual trust among team members moderates the knowledge sharing behavior and hence team performance. Moreover, emotional intelligence strengthens the knowledge sharing and hence has positive effect on team performance.

**Keywords:** knowledge sharing, mutual trust, team performance, emotional intelligence, cross functional teams