

grounded theory, documents, interviews, and observations were the source of data to present the finding discussed in the previous section of this chapter. While doing the literature review, we were able to generate a model that demonstrates the interactions between the pheromone and some existing factors in the literature. The author anticipated that, by getting accurate data, this study is to offer an opportunity to explore other individual factors and new interconnections that strengthen the model. Hence, an initial phase to further studies that aim to explore more factors of knowledge management processes from different levels. The interviewees were selected and contacted, as they are legibly suitable to provide relatable result considering their positions in the implementation of Huawei 5G technology for the three Moroccan telecom operators project.

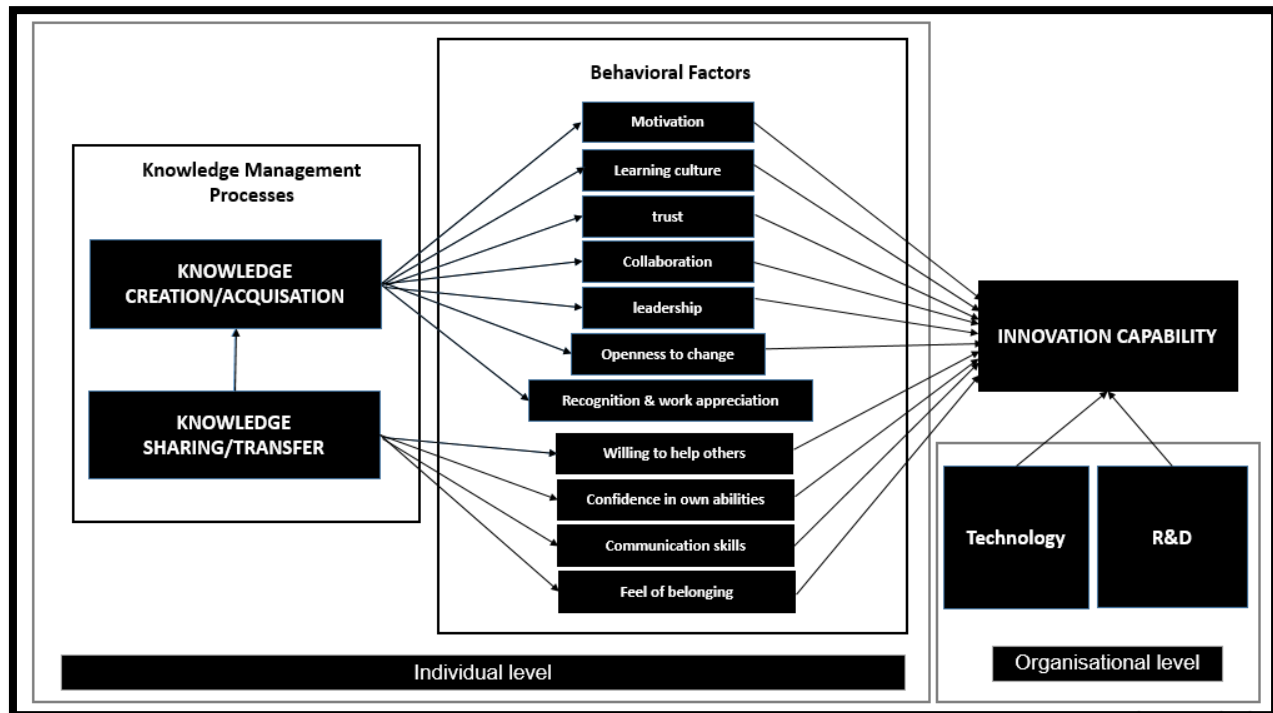
Starting with the knowledge creation process, we were able to define the possible behavioral factors that the project team must possess and affect the capability to innovate. Leadership did not show a strong connection, yet it is important for at least the project leader to provide. Collaboration, on the other hand, is of a high value together with trust as they both have a connection to allowing the success of the implementation of new knowledge with the possibility to be more creative. Learning culture proved to be performant on both the organizational and individual levels, while the ability to create and support the new knowledge comes with acceptance first. Trust, according to a large base of researches, is considered a factor of both processes taking into account its value as one of the determinants of knowledge management. Interviewees were able to suggest two more factors, recognition & work appreciation together with motivation, create more possibilities to innovate in high scale projects. The last one was the openness to change, like learning culture it helps provide the results regardless of the situation.

Similar to knowledge creation factors, the results for knowledge sharing process factors were significant as they provided the author with the needed answers to this research. The two factors proposed while examining the relationship between knowledge sharing and innovation capability were the enjoyment of helping others and knowledge self-efficacy, and while conducting the interviews, we received underlapped results that state both factors with two other possible factors that can show more impact to serve the aim of this part. The enjoyment of helping others was replaced by willing to help others as the rate of occurrence the joy of sharing knowledge with others is barely possible. However, if it occurs, it will prove its efficiency more than just a willingness to help other people. Confidence, on the other hand, can take over the knowledge of own abilities and capabilities as the appearance of the confidence factor in literature has left a few to doubt the strong connection with knowledge sharing. Finally yet importantly, parallel to knowledge creation factors, the interviewer was able to collect two additional individual factors from data to enhance the connection between the phenomenon and the conducted study. The communication skills factor is, without a doubt, an antecedent of the capability to innovate as it proved its beneficial role to transfer and share knowledge among individual or group level. As a result, it creates a wide knowledge base for the firm to restore and reuse again. Although the author had few data sources to emphasize the feel of belonging factor, still, and based on the literature, we were able to identify it as a possible individual factor alongside with motivation to bring more opportunities to share knowledge with anyone in need among the different levels.

The meeting started with the three team-members and the observer who was able to notice multiple behavioral aspects from the different interactions that took place between the members that were related to the subject. As it was teamwork, we were able to notice that the group had a high sense of collaboration and will to help each other. It led the observer to witness that the team manager plays an important role in encouraging such behavior among the team members, which gives credit to his leadership. Everyone has shown a full dedication to deliver the work and meet the meeting's objectives, and with the ongoing work, all participants were open to suggestions and remarks from other colleagues that confirm their openness to learning and communication skills. Results from document analysis have allowed the researcher to confirm the findings from interviews and to explore additional possible factors that interact between knowledge management and innovation capability. From openness to change, trustworthiness, learning culture, and leadership, these factors are of a strong and varied existence in the values of Huawei Company that is transmitted to employees, customers, and stakeholders. As a result, we were able to validate and reinforce the conceptual model that demonstrates how knowledge management creation and

sharing processes affect the capability to innovate, and what possible factors from the individual-level play the role of enablers in tech-projects.

Below, the summary result of the study offering a model that presents the individual factors that enable the capability to innovate when creating or sharing knowledge in technological projects.



Conceptual model resulting the behavioral factors findings of KC and KS processes and their relationship with IC.

5. DISCUSSION

The objective of this section is to explain the results and interpret the evidence that justifies our theory of interest. The study was conducted to explore the relationship between knowledge creation and knowledge sharing processes, and the capability to innovate, using a single case of IT project from high scale company leading the industry, to be able to get accurate results that support the theory built around the crucial role of human capital affecting the outcomes of innovation. To better understand the phenomenon of study, it was necessary to execute in-depth research to extract relevant documents that will allow us to collect data about what are the possible behavioral factors that have an impact on innovation of all types. Notable researches discussed the relationship between human resources and innovation. However, few offered a detailed analysis of how this relationship functions. The researcher chose to conduct interviews in order to collect rich and concrete data to be able to explore and examine the theory in an existing environment and in real-time to provide us with the necessary evidence that states the rightfulness of the results. We were able to discover how the phenomenon performs in IT industries, thanks to the case of the 5g technologies project. Proving the human behavioral factors have a direct impact on increasing or decreasing the capability to innovate some more than others. For knowledge creation factors, the more the project team members work in collaboration, the more they learn. Learning culture is transmitted to the group through organizational culture, and it is the high authority duty to support the employees to learn new technologies introduced in the light of programs, hence, only possible through leadership strategy and attitude. Trust, as presented by scholars to be an essential enabler of innovation capability being a factor of

knowledge creation. However, the results have shown it as a mutual factor that could occur both when creating or sharing knowledge. The last explored factor of knowledge creation was mentioned in different studies is motivation. Results were able to highlight the impact of a motivated project team to create value while delivering relevant outcomes. Moreover, it recommended that the manager is the one in charge to keep the level of motivation maintained by, for example holding events and programs related to the project or the entity the employees belongs to, awarding team members for their excellence, and recognize their performance.

The second part of the results was to be able to cite the behavioral factors of knowledge sharing. Thanks to literature reviews and data analysis, we were able to define four of the knowledge sharing individual's factors that prove a positive influence on innovation capability. In order to share knowledge, people should have the will to help others despite competitively among the team members, the more you help other when they ask for and conforming to the availability and accessibility to the information to be shared, next it was the communication skills of individuals that permit the shared knowledge to be useful to enhance innovation. People that have confidence in their abilities proven to be more innovative and develop a great sense of creation. They are not ashamed of sharing their thoughts and ideas with other group members to help extend the base of shared knowledge and allow exploring new ideas to be implemented in future projects. Least but not last, we have discovered a factor that was briefly introduced in the literature but highly emphasized in the collected data that provided us with a behavioral aspect of people who feel appreciated by their leaders. These people could participate in delivering excellent results for every task they are required to do as they believe in the ideology of the firm they are representing, and whatever work they are doing speaks for the organization as a whole and not only as an individual work. After distinguishing these individual factors, the author was able to conclude that the link between knowledge management processes and innovation capability to prove its efficacy and efficiency by human behavioral factors as factors from groups and organizations. The significance of relying on individuals is for what it provides to firms to get outstanding results for each step of the project no matter how complicated it is such as the 5G technologies project.

6. CONCLUSION

Nowadays and taking into account the major changes that face the world on a daily basis in term of technological innovation and the impact on the global environment, it is fundamental to go deep and examine the role that humans plays acting within a group but mainly as individuals in leading firms of technological industry to ensure the ongoing process of innovation under the global market change and fierce competitiveness worldwide. In this paper, we wanted to acknowledge the achievement of one Chinese firm leading the industry of information communication technology by adopting a single case from one of their game-changing projects. The study took the case of Moroccan carriers who have signed a contract with Huawei to deploy the 5G technology to be able to examine the relationship between knowledge management processes and innovation capability and how individual behaviors interact in such a project to ensure its success. We opted for semi-structured interviews to collect the necessary data and extract the individual factors that could influence the crossing of knowledge creation and knowledge sharing to increase the innovation capability in such projects. Besides KC factors and KS factors, we investigated additional information to ensure a well understanding of the current status, and strategy of the project adopted by Huawei. Information about the knowledge management system, external factors like R&D and technology, and least the link between knowledge creation and knowledge sharing. The finding resulted that one of the company's crucial business strategy is the management of knowledge, both explicit but mainly tacit. Huawei is one of the few Chinese companies that had succeeded in the implementation of the KM system, proving its sustainability in the global market despite the challenges and competitively with western firms generally American firms. Prior to conducting the interviews, we collected an ensemble of individual factors that permit the sustainability of knowledge management processes hence enabling innovation capability. Knowledge creation factors included motivation, learning, trust, collaboration, and leadership. Data analysis results permitted to explore more factors, mentioning recognition, work appreciation, and openness to change. Similarly, we were able to extract two additional factors: communication skills, and the feel of belonging. Findings of this study have suggested a more specific behavioral treat proposing willingness instead of enjoying helping each other and confidence of own abilities instead of knowledge of self-efficacy. Therefore, looking at previous studies, knowledge management

processes are linked one to another yet, we were able to demonstrate the relationship between the factors presented in the results and that a single process does not prove its efficiency and efficacy without the other. To conclude, the result permitted to demonstrate not only the link between the KC and KS processes and innovation capability in the 5G technologies project but to examine the factors that fuel this relationship from the individual level. It has presented a total of seven factors for the knowledge creation process and four factors for the knowledge sharing process. The results can be adopted by other firms from the tech industry to consider the factors in the KM strategy hence, further research to explore other potential factors from the same or different levels.

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