

RESEARCH ARTICLE

## Evaluating Organizational Efficiency and Success through Knowledge Sharing

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### Abstract

The study of organizational citizenship behavior (OCB) has emerged as an extremely popular topic of organizational psychology, human resource management, and organizational behavior. It has been of increasing interest to both scholars and managers [1,4]. The present study attempts to identify the factors that support Organizational Citizenship Behavior. The respondents from 26 top IT companies were surveyed through tested and standardized questionnaires for the purpose of data collection. This data was analyzed using Factor Analysis and followed by SEM analysis. Results of exploratory factor analysis revealed that all the items are psychometrically sound in terms of their target loadings. The result of this SEM revealed that employee attitude towards knowledge sharing, employee satisfaction in job, organizational commitment, leadership and motivation are positively associated to organizational citizenship behavior.

**Keywords:** *Employee Satisfaction, Leadership, Motivation, Organizational Citizenship Behavior, Organizational Commitment.*

### Introduction

Organizational Citizenship Behavior (OCB) is a unique aspect of individual activity at work, first mentioned in the early 1980s. According to Organ's [5] definition, it represents "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization". Businesses that can efficiently and effectively absorb the knowledge embedded in their organizations and deploy it into their various operations will have an edge over their competitors. Leoni Warne et al. [6] highlights knowledge management as the process of capturing a company's collective expertise wherever it resides in databases, on paper, or in people's heads and distributing it to wherever it can help to produce the biggest payoff. Hedlund & Gunnar [7] suggested that there should be four different levels of carriers of knowledge which are individual, the small group, the organization and the inter-organizational domain.

Characteristics of the organizational capabilities owned by each layer which may be viewed in two dimensions. Knowledge flow is the function of the communication which can occur at various levels of the organization e.g., it can occur from

individual to group or between group and actors groups [8]. The management and information systems literature of the 1990s and the early 2000s reflects profound and continuous changes in the business climate due to globalization, exponential leaps in technological capabilities, and other market forces. In this world of rapid change and uncertainty, organizations need to continually renew, reinvent and reinvigorate themselves in order to respond creatively. Organizations are investing in collaborative information and communication systems to encourage and facilitate the sharing of information [9]. However, study of knowledge management at HP found that getting knowledge to be shared across the entire organization is the "biggest challenge". As knowledge is in the minds of the people, a "good soldier" or "good citizen" syndrome of doing things that are "right and proper", but doing them for the sake of the system rather than for specific persons.

The implications of the study are relevant to other studies regarding employee performances, its assessment and influence on organizational efficiency, and its effectiveness and success. The generalization of this study is to the private sector and different kinds of organizations in IT sector.

Between now and 2010, the elements of e-knowledge, e-knowing, and e-knowledge commerce will mature, using technologies that are largely developed and that await deployment and widespread use.

Organ [5] suggested that OCB, in effect, places more resources at the disposal of the organization and obviates the need for costly formal mechanism to provide functions otherwise rendered informally by OCB.

### **Purpose and Scope of the Study**

The purpose of this study is to develop an understanding of organizational citizenship behavior and the factors that support and constrain knowledge sharing and empirically test how these factors eventually influence to build on theory. Also the study aims to explore and examine the relationship between the Knowledge sharing (KS) and organizational citizenship behavior (OCB).

The study is restricted to 26 organizations. Due to the constraint of time and financial resources; it was consciously decided to measure organizational citizenship behavior and the factors that support and constrain knowledge sharing. The aspect of looking into different factors from the perspective of different companies is beyond the scope of this study. The researcher has used both primary data and secondary data. The interview form of survey was also conducted for identifying the senior executive's perception of knowledge sharing and organizational citizenship behavior. There is also an argument that subjects have given us, their theories on how employees share information in their organization rather than reflected their own attitudes. Third, it is also possible that the findings of this study were influenced only by employees in the IT companies.

The objective of this study is therefore, to explore and examine the relationship between the Knowledge sharing (KS) and Organizational Citizenship Behavior (OCB).

### **Hypothesis**

H1: There is a significant relationship between Knowledge sharing (KS) and Organizational Citizenship Behavior (OCB) in the Information Technology Companies.

### **Methodology**

#### **Source of Data**

For the present study, primary and secondary

data have been collected. Primary data were collected through a questionnaire and secondary data were from journals, published reports, books and professional magazines.

### **Sample Design**

Convenient sampling technique was adapted to select the organizations, of which 22 were located in Los Angeles, California. The total number of questionnaires distributed to different organizations was 650 of which 600 were received and only 514 questionnaires fulfilled the conditions of the study.

### **Review of Literature**

Organizational Citizenship behavior: OCB is a unique aspect of individual activity at work. It finds mention even during early 1980s. According to Organ's [5] definition, OCB represents "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization".

The effective functioning of an organization depends on employee knowledge sharing efforts that extend beyond formal role requirements [5, 10, 11]. Organ [5] termed these extra efforts "organizational citizenship behaviors" (OCB), and defined them to include activities that target other individuals in the workplace (e.g., helping coworkers or communicating changes that affect others) and the organization itself (e.g., actively participating in group meetings or representing the organization positively to outsiders).

A few studies also states that OCB are positively related to indicators of individual, unit, and organizational performance [12-18].

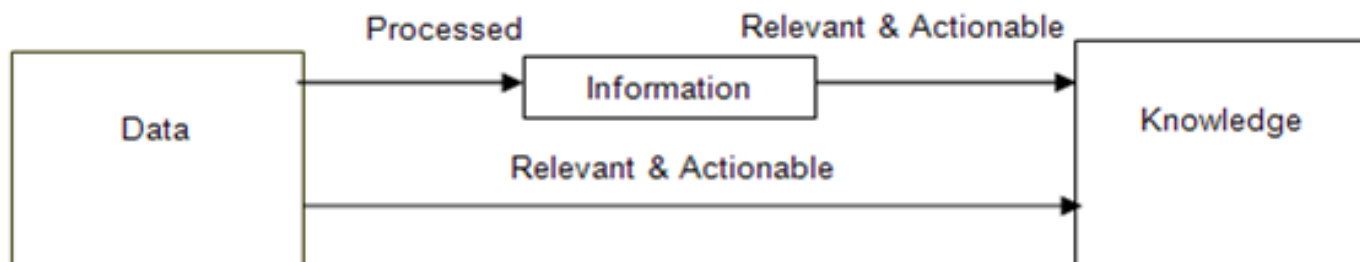
### **Knowledge**

The term knowledge is derived from Greek language, means education or culture. The definition of knowledge is one that is elusive and a source of much debate. Philosophers for over millennia have debated over the meaning of knowledge. Knowledge is 'the window of opportunity.' Collins Cobuild defines knowledge as information and understanding about a subject which a person has in mind.

Davenport & Prusak [8] defines knowledge as a fluid mix of framed experiences, values, contextual information and expert insights that provide a framework for evaluating and incorporating new experiences and information to achieve intended ends.

**Table 1: Definitions for knowledge**

S.No.	Author (Year)	Definition
1	Elliott & O'Dell [19]	Information in action
2	Goldstein [20]	Adequate understanding of facts, concepts and their relationship, the basic foundation of information a person need to perform a task
3	Nonaka [21]	Justified true belief
4	Nonaka & Takeuchi [22]	A dynamic human process of justifying personal belief towards the truth
5	Starbuck [23]	Stock of expertise
6	Van Beveren [24]	An individual's stock of information, skills, experiences and memories
7	Karl M. Wiig [25]	Knowledge is the fundamental resource which allows us to function intelligently



**Fig.1: Data, information and knowledge flow chart**

Source: Turban et.al. 2002 pp.389

**Table 2: Difference between information and knowledge**

S.No.	Author (Year)	Information	Knowledge
1	Choo et al., [26]	Data vested with meaning	Justified, true beliefs
2	Davenport [27]	Data with relevance and purpose	Valuable information from the human mind
3	Davenport & Prusak [8]	A message to change the receiver's perception	Experiences, values, insights and contextual information
4	Nonaka & Takeuchi [22]	A flow of meaningful messages	Communications and belief created from these messages
5	Spek & Spijkervet [28]	Data with meaning	The ability to assign meaning

It originates and is applied in the mind of knower. According to them, knowledge in the organization often becomes embedded in documents, repositories, organizational routines, processes, practices, and norms.

“Knowledge is justified true belief that increases an individual’s capacity to take action.” Alavi & Leidner [29] propose that knowledge represents information possessed in the minds of individuals,

specifically, “personalized information related to facts, procedures, concepts, interpretations, ideas, observations, and judgments.” Knowledge represents the state of mind, object, process, access to information, or a capability.

“Information is data within a context, where data are raw facts that can be shaped and formed to create information.”[24].

**Table 3: Definitions for knowledge sharing information**

S.No.	Author (Year)	Definations
1	Bartol & Srivastava [30]	KS is the action in which employees diffuse relevant others information to others across the organization
2	Hoof & Ridder [31]	KS is the process where individuals mutually exchange their Knowledge and jointly create new knowledge.
3	Szulanski [32]	KS impedes an employee’s attitude and competencies.

“Information is converted to knowledge once it is processed in the minds of individuals and knowledge becomes information once it is articulated” [33]. The use of knowledge involves cognitive processes, including perceiving, thinking, remembering, and learning.

### Knowledge Sharing

Knowledge Sharing is also defined as the process of capturing knowledge, or moving knowledge from a source unit to a recipient unit. Knowledge Sharing is considered as a critical step for successful Knowledge Management. To remain competitive in the marketplace, organizational knowledge and expertise must be shared [34, 35].

Therefore, most of the researchers have argued that knowledge-sharing activities are an indispensable component in Knowledge

Management processes [8,29,35,36] has stated that Knowledge Sharing is a value chain process. It incorporates functional value into the knowledge system. Knowledge Sharing involves the transfer or dissemination of knowledge from one person, or group, to another.

Knowledge Sharing can be understood as the behavior by which an individual voluntarily provides other social actors (both within and outside an organization) with access to his or her unique knowledge and experiences. The key of knowledge sharing behavior includes seeking way to document and share own knowledge to take advantage of other people experience when starting a new activity. Reusing and building on previous work from within own organization or other sources.

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