



Investigating the Impact of Job Attitudes on Organizational Citizenship Behavior and Knowledge Sharing

Manouchehr Jofreh*, Taymor Aghaei, Nazilla Barzegar Mamqani

Department of Management, Islamic Azad University, Central Tehran Branch, Tehran, Iran

* Corresponding author's Email: dr.jofreh@yahoo.com

ABSTRACT: The importance of knowledge as a source of strategic renewal of an organization is obvious in today's complex and changing environment. Knowledge enables organizations to acquire and apply knowledge more quickly and effectively than past and thus it provides a basis for maintaining a sustainable competitive advantage. The present era is the age of dramatic changes and developments in technology. The intellectual structure of this era is embossed with deepening information and paying attention to participation of creative and knowledge-oriented manpower instead of functional manpower. Therefore, intelligent management tries to make better and more use of a tool called knowledge to confront and deal with uncertainty, maintaining the position, creativity and innovation and expand its competitive domain. In this context, knowledge sharing process is one of the most important factors that can function as both effect and cause of many factors on which we must gain enough understanding. The purpose of this study was to investigate the impacts of job attitudes on organizational citizenship behavior and knowledge sharing among personnel of management development and resource planning department in Tehran University of Medical Sciences and Health Services. To do this, 200 managers and employees of management development and resource planning department of Tehran University of Medical Sciences and Health Services were selected by simple random sampling. Then, they answered to researcher-made questionnaires. In the end, the results of the questionnaires were analyzed using bivariate linear regression and the results showed that job attitudes had a significant effect ($p < 0.05$) on organizational citizenship behavior and knowledge sharing among personnel of management development and resource planning department of Tehran University of Medical Sciences and Health Services. Besides, it was found that organizational citizenship behavior had a significant effect ($p < 0.05$) on knowledge sharing among personnel of management development and resource planning department of Tehran University of Medical Sciences and Health Services.

Key words: Job attitudes, organizational citizenship behavior, knowledge sharing

ORIGINAL ARTICLE
Received 9 Dec. 2013
Accepted 27 Feb. 2014

INTRODUCTION

Entering into new millennium diminished the importance of raw materials and land which were formerly considered critical for the formation and growth of organizations. Organizations need to survive and live in circumstances in which the world is rapidly and majorly changing (Iranshahi, 1998, p. 83). It must be acknowledged that human beings are the most important elements in managing organization in today's dynamic environment. Organizations consider the personnel as their most important assets and encourage them to understand, comprehend and practically use their knowledge and new ideas to promote and advance organizational goals. This activity requires the organizational culture, as a determinant of organization's personality that affects the behavior of personnel, to be a knowledge-based and educating one (Sharif Zadeh and Kazemi, 1998, p. 131).

On the one hand, a major part of daily life of every person is dedicated to working. One of the conceptions that have recently attracted the attention of work, productivity, industrial and organizational psychologists is the symptoms, causes and effects of burnout (HaddadiKoohsar and Aliakbari Moallem, 2011, p. 97).

On the other hand, organizational citizenship behaviors, which are the results of burnout or personnel's job attitudes, have had positive impacts on outputs related to performance evaluation and teamwork. Regarding this subject, many researchers have enumerated relatively large individual and organizational consequences for organizational citizenship behaviors including increasing the performance and effectiveness of the organization as well as increasing the rate of attracting and maintaining qualified and efficient workforces. Given the important impact of organizational citizenship behaviors on improving the organizational performance, several studies have examined the reasons for these behaviors that are mainly focused on individual characteristics. Similarly, job attitudes have also been one of the topics favored by researchers. In other words, the attitudes of employees towards various issues affect the occurrence or non-occurrence of organizational citizenship behaviors. However and regarding the high status of knowledge management in empowering employees to make smarter decisions and improving the level of organizational performance, this study tried to examine the effects of job attitudes on organizational citizenship behaviors and knowledge

sharing in organizations. Furthermore and given that organizations operating in the health care field are in constant contact with the customers or clients, they are of particular importance and thus the impact of above-mentioned factor among personnel of management development and resource planning department of Tehran University of Medical Sciences and Health Services were analyzed and assessed thereof.

Research Problem: Today's changing world requires that organizations look for innovative tools to survive and grow. One of the tools that can help organizations to meet this goal is knowledge management. Knowledge management is a process that helps organizations to discover, select, organize and publish important knowledge. In other words, knowledge management is a specialty that is essential for activities such as problem solving, dynamic learning and decision making. Knowledge management can cover range of organizational performance features that enable organizations to perform "smarter" (Wiig, 1999, p. 4), but this alone is not enough because knowledge management requires coordination with existing organizational culture in order to be usable and applicable. This is because each organization has a unique culture that instructs employees how to understand and think about events. Thus, organizational culture can be considered as a powerful instrument to strengthen organizational behavior. Poor organizational culture prevents people to share and publish their information and leads them to maintain their own personal power and effectiveness (Kalseth, 2000, p. 11). Therefore, organizational culture is essential for facilitating participation and producing knowledge. Having done extensive research, Bachmann Company concluded that an open culture encourages integration of skills and experience and thus is suitable for the development and promotion of knowledge management (Wiig, p. 1999, p. 6).

Organizations should create an environment for sharing, transferring and exchanging knowledge among members in order to teach employees to establish meaningful interactions with each other (Nonaka, 1995, p. 31). It can be claimed that studying, modification and establishment of a proper and flexible organizational culture can gradually alter the pattern of interaction between employees in the organization and make a better use of knowledge management as a competitive advantage (Iranshahi, 1998, p. 83). Knowledge management is considered as an important source of competitive advantage. Regarding the current competitive environment, it can be assumed that factors affecting the success of organizations are not purely related to capital, manpower and raw materials, but they also depend on the organization's

ability to produce knowledge among all members of the organization (Tsong Hu, 2008, p. 98).

On the other hand, Oregon (1988) investigated the organizational citizenship behavior within five dimensions of conscientiousness, altruism, magnanimity and forgiveness, civil attitudes and respect and noted that it is possible that these five dimensions of organizational citizenship behaviors do not emerge simultaneously. For example, individuals who are conscientiousness may not be philanthropist and devoted persons. Likewise, it is possible that some of these dimensions, such as altruism and loyalty, are tactically used in order to put the managers under pressure (Castro, Armario, and Ruiz, 2004, p. 9).

Universities, as one of the most critical social service systems, are managed by today's amazing competitive transformations. In these circumstances, managers have little opportunity to control the behaviors of employees because most of their time and energy should be spent on identifying the internal environment in the face of external challenges of organization. Consequently, the other everyday tasks should be assigned to employees. If these employees are well familiar with organization's goals as well as essential skills, knowledge, and ability, they will perform their duties well thereof (Tsong Hu et al. 2006, p. 63).

Due to the dense population of Tehran and the need to provide more high quality services to clients in the health centers, management development and resource planning department of Tehran University of Medical Sciences and Health Services needs to develop and deliver effective programs tailored to the needs of this Center and this requires deployment of efficient and effective personnel equipped with the best possible job attitudes. All the above-mentioned factors have been considered by these researchers. Considering the points mentioned in the previous lines, the researchers sought to answer this question:

Whether job attitudes have any impact on organizational citizenship behavior and knowledge sharing among personnel of management development and resource planning department in Tehran University of Medical Sciences and Health Services or not?

Purpose of the study

1. Determine the impact of job attitudes on organizational citizenship behaviors among personnel of management development and resource planning department in Tehran University of Medical Sciences and Health Services.

2. Determine the impact of job attitudes on knowledge sharing among personnel of management development and resource planning department in Tehran University of Medical Sciences and Health Services.

3. Determine the impact of organizational citizenship behaviors on knowledge sharing among personnel of management development and resource planning department in Tehran University of Medical Sciences and Health Services. This study uses a model proposed by Pei Li Thei et al.

MATERIAL AND METHODS

The research method was descriptive - survey and the type of research was documents -field one. This meant that while we referred to information available in the field of management development and resource planning department of Tehran University of Medical Sciences and Health Services as well as available scientific sources, we used questionnaires in order to collect required information. The population of this study was all personnel of management development and resource planning department of Tehran University of Medical Sciences and Health Services total of 419 individuals. Due to the limited size of population, sample size of the present study (200 individuals) was determined via using the formula for finite population sampling. These individuals were randomly selected to respond to the questionnaires.

The questionnaire was divided into three sections. The first part of the questionnaire included a brief explanation on the questionnaire and how to complete it to provide clarity for respondents. The second part of the questionnaire included personal information that had four sub-questions, including age, education, work experience and marital status. The third section included questions related to research variables (job attitudes, organizational citizenship behavior and knowledge sharing). Second and third sections of the questionnaire were designed in closed formats. Furthermore, the questionnaire included Likert scale, so there were 5 options for each question (strongly agree, agree, no opinion, disagree, and strongly disagree). Cronbach's alpha was used to measure the reliability of questionnaires. Besides, the validity of questionnaires was confirmed by respectful Supervisor and Consultant professors as well as experts and Delphi technique. Using LISREL software, both descriptive and inferential statistics were analyzed. The descriptive statistics were used to describe the status of sample. Kolmogorov-Smirnov test, Pearson correlation coefficient and goodness of fit tests were used in the domain of inferential statistics.

RESULTS

In this section, the main hypotheses of the study were analyzed and the results were presented as follow:

1. Job attitudes have had impact on organizational citizenship behaviors among personnel

of management development and resource planning department in Tehran University of Medical Sciences and Health Services.

2. Job attitudes have had impact on knowledge sharing among personnel of management development and resource planning department in Tehran University of Medical Sciences and Health Services.

3. Organizational citizenship behaviors had impact on knowledge sharing among personnel of management development and resource planning department in Tehran University of Medical Sciences and Health Services.

The results of Kolmogorov-Smirnov test showed that the distribution of variables were normal and we could make use of parametric tests (two-variable linear regression, in this study) in order to analyze the research hypotheses.

As the results of Pearson correlation coefficients showed, there was a significant positive relationship among the research variables ($p < 0.05$).

Given the correlation between variables and a confirmed linear relationship between them, the researchers fit the measurement equations and simultaneously evaluated the relationship between these variables and dimensions of job attitudes. Therefore, the research variables were named and introduced based on Table 3.

In order to study the relationship among research variables and the level of model fitting to findings, the researchers presented the conceptual research model. Then, standard and significant states of model were discussed.

As we expected, the estimated impact of standardized coefficients showed that our model has had acceptable path coefficients. Furthermore and according to the parameters of model fitting, this research model research had been approved and had a perfect fit. The results indicated that job attitudes had greater impact on knowledge sharing (0.44) and this impact on organizational citizenship behavior had been 0.26. Also, organizational citizenship behavior had impact on knowledge sharing (0.34). Then, we paid attention to significant coefficients and reported the model in its significant status. The values of these statistics were presented in figure 3.

Estimating the test statistics and comparing them with the critical values of T-student distribution table with 1 degree of freedom ($t \approx 1.96$) showed that the test statistics for the variables were larger than the critical value. Consequently, the null hypothesis of impact factors or, in other words, the hypothesis that stated there is no impact between variables of job attitudes and organizational citizenship behavior, in type I error probability level ($\alpha = 0.05$) was rejected.

Indicators of goodness of fit of the model:

The researchers examined the ability to refer to the results of the model in terms of goodness of fit tests. Based on these tests, the overall validity of the fitted model was tested and the results of the goodness of fit of the model were shown in Table 4.

The findings of the research hypotheses can be summarized as paragraphs (a) to (c) provide:

A) The results of the fitted model indicated that job attitudes had a significant impact ($p < 0.05$) on organizational citizenship behaviors among personnel of management development and resource planning department in Tehran University of Medical Sciences and Health Services. The obtained values of these two variables in standard and significant states were 0.26 and 3.83, respectively. Accordingly, the null hypothesis was rejected; that is, job attitudes had no impact on organizational citizenship behavior.

B) The results of the fitted model indicated that job attitudes had a significant impact ($p < 0.05$) on

knowledge sharing among personnel of management development and resource planning department in Tehran University of Medical Sciences and Health Services. The obtained values of these two variables in standard and significant states were 0.44 and 7.59, respectively. Accordingly, the null hypothesis was rejected; that is, job attitudes had no impact on knowledge sharing.

C) The results of the fitted model indicated that organizational citizenship behaviors have had a significant impact ($p < 0.05$) on knowledge sharing among personnel of management development and resource planning department in Tehran University of Medical Sciences and Health Services. The obtained values of these two variables in standard and significant states were 0.34 and 5.81, respectively. Accordingly, the null hypothesis was rejected; that is, organizational citizenship behaviors had no impact on knowledge sharing.

Table 1. Statistics of the Kolmogorov Smirnov test

Variable	Job attitudes	Organizational citizenship behavior	Knowledge sharing
Value of Kolmogorov Smirnov	1.073	2.294	1.774
Sig.	0.199	0.100	0.240

Table 2. Correlation coefficients among research variables

Variable	Job attitudes	Organizational citizenship behavior	Knowledge sharing
Job attitudes	1		
Organizational citizenship behavior	0.263**	1	
Knowledge sharing	0.527**	0.451**	1

Table 3. Symbols employed for research variables

Variable	Symbol
Job Attitude	J.A
Organizational Citizenship Behavior	O.C.B
Knowledge Sharing	K.SH

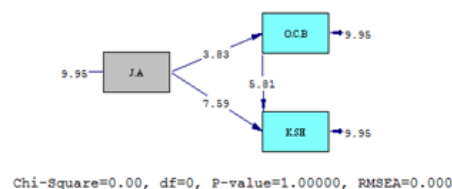
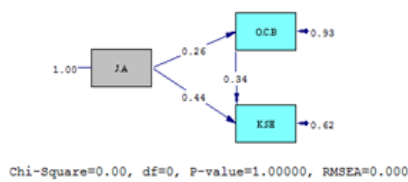
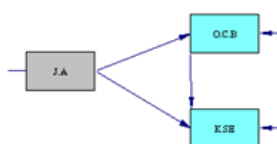


Figure 1: The conceptual model of this study

Figure 2. Standard research model

Figure 3. The research model at the state of significant standard coefficients

Table 4. Results of Goodness of fit indicators of the model

Indicator	Result	Desirable level
Value of χ^2 degrees of freedom	0	Less than 3
GFI index	1	1 to 0.9
AGFI index	1	1 to 0.9
RMSEA index	0.0001	Less than 0.05

DISCUSSION

Managers and officials should try to establish warm relationships with employees and improve and increase the job involvement of employees.

Encouraging employees to observe the rules and celebrating the loyal employees will lead to improved organizational commitment.

The working environment should be designed in ways that lead to optimized use of abilities and skills of employees

Holding brainstorming and consultation sessions with employees can improve knowledge sharing among them.

Holding effective in-service training courses can efficiently improve the level of knowledge and knowledge sharing among employees.

The managers and officials should always try to be aware about their active employees and encourage them continually.

Employees must show proper behaviors against each other and, if necessary, take the first step toward helping their peers.

REFERENCES

- Alavi, M. & Leidner, D.E. (2001), "Review: Knowledge management and knowledge management systems: conceptual foundations and research issues", *MS Quarterly*, 25, 1, 107-32.
- Allen, N.J. & Meyer, J.P. (1996). 'Affective, continuance, and normative commitment to the organization: An examination of construct validity'. *Journal of vocational behavior*, 49: 3, 252-276.
- Ashrafi, B. (1996). factors affecting the organizational commitment of managers and staff of Eastern Alborz Coal Company, Master Thesis, State Management, Tarbiat Modarres University, Tehran.
- Azar, A., & Momeni, M. (2009). *Statistics and its application in management*, volume II, Tehran, publishing Samt.
- Bazargan, A., Sarmad, Z. & Hejazi, E. (2010). *Research Methods in Behavioural Sciences - Publications Agah.*
- Bhatt, D. (1999). Knowledge management in organizations", translated by: Iranshahi, M., *Journal of Information Science*.
- Boodlai, H. & Sharifzadeh, F. (2009). *Knowledge management in offices, manufacturing and service*", Tehran: Jahad University, Allameh Tabatabai University.
- Bragger De Nicolis, J. Rodriguez-Srednik, O. Kutcher, E.J. Indovino, L. & Rosner, E.(2005), "Work-Family Conflict, Work-Family Culture and organizational citizenship behavior among teachers", *Journal of business and psychology*, Vol.20, pp.303-323.
- Castro, A. (2004).The influence of employee organizational Citizenship Behaviour on customer Loyalty. *International Journal of Services Industry Management*, 15, 1, 27-53.
- Estrone, H. (1999): *Organizational commitment, Management in Education*, Volume V, Number 17, pp. 74-73.
- Eueng, A. (1999). "Organizational learning capability", NY:oxford university press Inc.
- Farhangi, A. (2006). New perspectives on organizational commitment, *Tadbir* 157, June
- Haghshenas, F. & Saffari, M. (2012), "Probability and Statistics in Management and Economics", Volume II, Third Edition, published by Avaye Noor.
- Herscovitch, L., & Meyer, J.P. (2002). Commitment to organizational change: Extension of a Three-Component Model. *Journal of Applied Psychology*, 87, 474-487.
- Islamic, H. & Sayyar, A. (2008). Organizational citizenship behavior, *Journal of Tadbir*, No. 187. Pp. 50-85.
- Jahangir, N. Haq, M. (2004).ORGANIZATIONAL CITIZENSHIP BEHAVIOR: ITS NATURE AND ANTECEDENTS. *BRAC University Journal*, 1, 2, 75-85.
- Kalseth , K. (2000). Knowledge management strategy ". *Perspective journal*, no. 37.
- Kazemi, M. & Chokadeh, S. (2006). Organizational citizenship behavior, explaining the growth aspect of behavior and human performance in organizational life, *International Management Conference*, Tehran.
- Khaki, Gh. (2000). *Research methods approach to the country's scientific research dissertation*.
- Khalid, S.A. & Ali, H. (2005).The Effects of Organizational Citizenship Behavior on Withdrawal behavior: A Malaysian Study. *International journal of management and Entrepreneurship*.1, 1, 30-40.
- Kiersted, J. 1999). *Human Resource Management Trends and Issues: EI In The Work Place*. Reserch Directorate, PSC.8.
- Kim, S.W., Price, J.L., Mueller, C.W., & Watson.T.W. (1996). "The determinants of career intent among physicians at a U.S. Air Force hospital." *Human Relations*, 49(7):947-976.
- Mayer, John.D. Salovey,P.& Caruso,D.(2002).*The Positive Psychology of Emotional Intelligence*. Handbook of Positive Psychology, New York.
- Mitchell, T.R. (1978). *People in organizations*. Translated by H. Shekarkan 2005. Tehran: Roshd, Third Edition.
- Moghimi, SM. (2006). OCB from theory to practice, management culture.
- Moore, J. Sue, M. (2003). IT professtionals as organizational citizenship)) communications of the acm, vol .48.no.6.

- Moshabaki, A., (2000). A work ethic and commitment to administrative reform, cooperative culture magazine, pp. 12-13.
- Motahari, M. (1992). Leadership in Islam, Qom: Sadra.
- Mowday, R.T., Steers, R. M. & Porter, L.M. (1979). The Measurement of Organizational Commitment, *Journal of Vocational Behavior*, 14, 224-247.
- Nonaka, M. & Takeuchi, B. (1995). *The Knowledge-Creating Company*" Oxford University Press.
- Ozag, D. & Duguma, B. (2004). The relationship between cognitive processes and perceived usefulness: An Extension of The Technology Acceptance Model2, Working Paper, East Carolina University, <http://www.ecu.edu>.
- Paajanen, P.; Kantola, J. (2008). Applying systems thinking in the evaluation of organizational learning and knowledge creation. Phd thesis.
- Pei-Lee, T. & Hongyi, S. (2012). Knowledge sharing, job attitudes and organizational citizenship behavior", *Industrial Management & Data Systems*, 1, 64 - 82.
- Rafi-Pour, F. (2000). *Special research methods in the social sciences*, Tehran, Sahami Publishing, Fourth Edition.
- Rahe, M. (2009). Subjectivity and cognition in knowledge management .13, 3.
- Ranjbarian, B. (1997): Organizational Commitment, *Journal of Administrative Sciences and Economics*, University of Isfahan, Year I, No. 1 and 2, pp. 57-41.
- Rezaeian, A. (1995). *Principles of Organization and Management*, Tehran: publisher Samt.
- Ribiere, V. (2004). Critical attributes of organizational culture that prompt knowledge management technology implementation success ", Vol 8 No3.
- Robbins, S. (1996). *Organizational behavior management*, translation Ali Parsaeian and Mohammad Arabi, Tehran: Institute of Business Studies and Research.
- Saruqi, A., (1997). Organizational commitment and its relationship with the desire to leave. *Journal of Public Administration*, No. 6, pp. 8-4.
- Sekaran, U. (2006). *Methods in Management Research*, translated by M. Sabeian and Mahmoud Shiraz, Tehran, published by the Center for Public Management Education.
- Seydjavadein, S. & Javidannejad, H. (2008). The effect of organizational citizenship behavior on customer loyalty, marketing management conference.
- Shermerhorn, John R., Hunt, James G., & Osborne, R. (2008). *Management of Organizational Behavior*. Mohammad Ali IranNejad M. and Babai translated Parizi Mohammadalii Zakliki and Mohammad Ali Subhan Allahi. Fourth edition. Tehran: Institute of Management Education and Research.
- Sinclair, A. Robertson Smith G. & Hennessy, J. (2008). *The Management Agenda*, Roffey Park Institute
- Turnipseed, D., & Murkison, G. (1996). Good soldiers and their syndrome: Organizational citizenship behavior and the work environment. *North American Journal of Psychology*, 2(2), 281-302.
- Wiener, Y. (1982). Commitment in organizations. A normative view. *Academy of Management Review*. 7(3). 418-428.
- Zare, H. (2005). The role of organizational citizenship behavior on organizational performance, management culture, No. VI, pp. 151-169.