MEDIATING EFFECT OF OCB ON RELATIONSHIP BETWEEN JOB ATTITUDES AND KNOWLEDGE SHARING BEHAVIOR IN ADD SOFT TECHNOLOGIES, BANGALORE

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ABSTRACT

Organizational citizenship behavior (OCB) has attracted so much attention of managers and scholars, but many aspects of this have not been studied yet. To fill this gap this study, we has applied three elements of employee's performance toward organization; knowledge sharing and job attitude as significant antecedents of OCB in an organization. The results have mentioned that employee's attitude toward organization and employee's knowledge sharing are antecedents of OCB. The managers who seek good soldiers in their organization can improve citizenship behaviors by scattering positive attitudes; provide good knowledge sharing ability and engaging employees. The results showed that job attitudes related to insignificantly on knowledge sharing behavior and significantly on OCB. It was caused by the facilitators had a job satisfaction to implicate their ability or skill so that they had a scared on exchange to the role or positions with the other people. They argued that having of ability or skill was an essential asset for their live so they were sharing its knowledge openly with other and more acted to OCB.

Key word: Knowledge Sharing Behavior, Employee's Attitude, Organizational Citizenship Behavior.

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1. INTRODUCTION

1.1. Knowledge Sharing

Knowledge sharing creates opportunities to maximize organization ability to meet those needs and generates solutions and efficiencies that provide a business with a competitive advantage (Reid, 2003). Knowledge sharing can define as a social interaction culture, involving the exchange of employee knowledge, experiences, and skills through the whole department or organization. Knowledge sharing comprises a set of shared understandings related to providing employees access to relevant information and building and using knowledge networks within organizations (Hoge et al., 2003). Moreover, knowledge sharing occurs at the individual and organizational levels. For individual employees, knowledge sharing is talking to colleagues to help them get something done better, more quickly, or
more efficiently. For an organization, knowledge sharing is capturing, organizing, reusing, and transferring experience-based knowledge that resides within the organization and making that knowledge available to others in the business. A number of studies have demonstrated that knowledge sharing is essential because it enables organizations to enhance innovation performance and reduce redundant learning efforts (Calantone et al., 2002; Scarbrough, 2003).

2. KNOWLEDGE-SHARING PROCESSES:
The research considered here has focused on individual factors that promote or inhibit organizational knowledge sharing activities. The two factors that may be proximal determinants of knowledge sharing are identified: enjoyment in helping others and knowledge self-efficacy. Enjoyment in helping others is derived from the concept of altruism. Organ (1988) defined altruism includes discretionary behaviors that help specific others with organizationally relevant tasks or problems. Knowledge workers may be motivated by relative altruism owning to their desire to help others (Constant et al., 1994; Davenport and Prusak, 1998). Previous research shows that employees are intrinsically motivated to contribute knowledge because engaging in intellectual pursuits and solving problems is challenging or pleasurable, and because they enjoy:

<table>
<thead>
<tr>
<th>Individual Factors</th>
<th>Organizational factor</th>
<th>Technology factors</th>
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<tbody>
<tr>
<td>1. Enjoyment in helping others</td>
<td>1. Top management support</td>
<td></td>
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<tr>
<td>2. Knowledge self-efficacy</td>
<td>2. Organizational rewards</td>
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</table>

Helping others (Wasko and Faraj, 2000; Wasko and Faraj, 2005). Knowledge workers who derive enjoyment from helping others may be more favorable oriented toward knowledge sharing and more inclined to share knowledge – in terms of both donation and collecting. The following hypothesis thus is proposed:

3. JOB ATTITUDE
Job attitudes and job performance are perhaps the two most central and enduring sets of constructs in individual-level organizational research. Yet, a longstanding debate persists about the nature and the strength of relationships between these fundamental predictors and criteria (Austin & Villanova, 1992; Brief, 1998; Johns, 1998; Judge, Thoreson, Bono, & Patton, 2001). An elemental question remains: How important are job attitudes for predicting and understanding job performance in particular, and work role–directed behaviors in general? Authors of early qualitative reviews concluded that only weak support existed for the relationship between one principal attitude, job satisfaction, and supervisor ratings or output measures of job performance. A common inference in those reviews was that job attitudes were more strongly related to absence, turnover, and other forms of work role withdrawal than they were to in-role performance Vroom, 1964). Subsequent quantitative reviews also failed to show job attitudes as having strong predictive utility.
Overall job attitude is fundamentally important for understanding work behavior. By thinking about behavioral criteria at a broad level of generality—as overall individual effectiveness—our findings are consistent with an integrative, attitude-engagement idea. A general, positive, job attitude leads individuals to contribute rather than withhold desirable inputs from their work roles. Our findings are also consistent with a resurgence of interest in more general human resources and organizational behavior constructs.

4. JOB ATTITUDE PROCESSES

Job attitude consists of three main components, namely job involvement, job satisfaction, and organizational commitment (Schermerhorn et al., 2012; Robbins and Judge, 2013). Job attitudes and OCB were latent construct of knowledge sharing behavior (Teh and Sun, 2012, Jofreh et al., 2014). The study showed that the attitude to share knowledge has a positive affects to intention for behave and then also effects on knowledge sharing behavior. Results of the study explained that the more of job attitudes to share knowledge, the higher intention to share knowledge. So that it improves the level of knowledge sharing behavior of employees. However, the study results indicated that job attitude has a significant negative effect on the intention to knowledge sharing (Teh and Yong, 2011). Furthermore, the higher of intention of employees to knowledge sharing. Therefore, it can be concluded that the more of job attitudes, the higher of knowledge sharing behavior. Otherwise, the lower of job attitudes, knowledge sharing behavior will be decreased. The existence of such differences, it’s proposed the hypotheses as follows:

5. ORGANIZATIONAL CITIZENSHIP BEHAVIOR:

Morrison (1994) pointed out Organizational Citizenship Behavior as the members in an enterprise contributing to the organization beyond the work. Organ (1998) referred organizational citizenship behavior as an individual unconditionally presenting certain contribution to the organizational effectiveness without a direct or definite reward system similar to specific high efficient productivity or development of innovative technology in an organization. Aiming at the dimensions proposed by Organ (1998) for organizational citizenship behavior, discovered that some dimensions did not have correspondent concepts in domestic culture, possibly because of cultural differences. Without overcoming such cultural differences, but directly translating the English words for the questionnaire, the validity might be problematic as the citizens might misunderstand the concepts that the errors could not be accurately measured. To actually reflect the cultural differences and accurately measure organizational citizenship behavior of the citizens, Lin Shu-chi (1992) developed the organizational citizenship behavior scale suitable for domestic enterprises by referring to Organ’s (1998) organizational citizenship behavior and the questionnaire constructed. Six dimensions were then concluded, namely: Identification with Organization, Altruism, Impersonal Harmony, Protecting Company Resources, Conscientiousness, and Self-development.

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6. ORGANIZATIONAL CITIZENSHIP BEHAVIOR PROCESSES

Social exchange theory (Blau, 1964), stated that knowledge sharing is one of the social interaction. One underlying this theory showed that knowledge sharing occurs because of reprisal act received like job security, status, balance of power and the maintenance of future relations (Bock et al., 2005; Cabrera and Cabrera, 2005; Jarvenpaa and Staples, 2001; Muthusamy et al., 2007), and then investigate motivation of OCB employee. OCB is a discretion behavior and indirectly or explicitly appreciated in the context of official awards in organizational structure, but it contributed positively to organizational performance. Knowledge sharing is a form of OCB behavior that will be voluntary actions which help contribute to organizational competitive advantage. Organ (1988) stated that OCB is a discretionary individual behavior. Such behavior is indirectly or explicitly recognized by the formal reward system and the overall effectiveness of the functions that support organization. Organ (1988) suggested that there were five specific categories of behavior discretion that can help increase the efficiency of the organization. They are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

7. RESEARCH METHODOLOGY

Samples The samples for the present study selected 100 employees of ADD soft Technologies, Bangalore. The data were collected using a questionnaire and by personally visiting the organizations. The sample had 67 men (67.00 per cent) and 33 women (33.00 per cent). The sample had their age varying between 20 years and 60 years which consists of a respondent aged 20 years old, 27 respondents among 21-30 years old, 52 respondents among 31-40 years old, and 20 respondents was over 40 years old. Also, the sample had 50 graduates (50.00 per cent), 50 undergraduates (50.00 per cent), as far as their education levels were concerned.

8. OBJECTIVES OF THE STUDY

- To identify the relationship between employee knowledge sharing and their job attitude of employees of ADD Soft Technologies, Bangalore.
- To identify the relationship between job attitude and their organizational citizenship behavior ADD Soft Technologies, Bangalore.
9. DATA ANALYSIS AND INTERPRETATION:

9.1. Relationship between Employee Knowledge Sharing and their Job Attitude of Employees of Add Soft Technologies

Correlations

<table>
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<tr>
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<th>Knowledge sharing</th>
<th>Job attitude</th>
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<td>Knowledge sharing</td>
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<td>Correlation Coefficient</td>
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<tr>
<td>Job attitude</td>
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<tr>
<td></td>
<td>Correlation Coefficient</td>
<td>-.029</td>
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<td>Sig. (2-tailed)</td>
<td>.772</td>
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<td>N</td>
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</tbody>
</table>

**Research Hypothesis:** There is no significant relationship between employee knowledge sharing and their job attitude of employees of ADD Soft Technologies.

**Null Hypothesis:** There is a significant relationship between employee knowledge sharing and their job attitude of employees of ADD Soft Technologies.

10. FINDING

The above table shows that there is a significant relationship between employee knowledge sharing and their job attitude of employees of ADD Soft Technologies. Since, the calculation value greater than table value. So the research hypothesis rejected and null hypothesis accepted.

10.1. Relationship between Job Attitude and Organizational Citizenship Behavior Add Soft Technologies.

Correlations

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<tr>
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<th>Job attitude</th>
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<td>Pearson Correlation</td>
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<td>Sig. (2-tailed)</td>
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<tr>
<td>OCB</td>
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<td>Pearson Correlation</td>
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<td>Sig. (2-tailed)</td>
<td>.872</td>
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</tbody>
</table>

**Research Hypothesis:** There is no significant relationship between job attitude and their organizational citizenship behavior ADD Soft Technologies.

**Null Hypothesis:** There is a relationship between job attitude and their organizational citizenship behavior ADD Soft Technologies.

11. FINDING

The above table shows that there is a significant Relationship between job attitude and their organizational citizenship behavior ADD Soft Technologies. Since, the calculation value greater than table value. So the research hypothesis rejected and null hypothesis accepted.
CONCLUSION
Furthermore, it is one reason for employee to more share their knowledge with colleagues who can be trusted. In connection with this finding that stated the OCB as a discretionary behavior is still pay attention for the element of trust with co-workers because of knowledge sharing will occur a reprisal act received such as job security, status, balance of power and the maintenance of future relations. Based on the results of this study, it can be concluded that: firstly, job attitudes has a positive insignificant effect on knowledge sharing behavior. Secondly, job attitude has a positive significant effect on organizational citizenship behavior. Thirdly, organizational citizenship behavior has a positive significant effect on knowledge sharing behavior. Finally, organizational citizenship behavior has a positive effect in mediating of job attitudes on knowledge sharing behavior.

REFERENCE


