

# Impact of employment on knowledge sharing. What role for citizen organizational behavior?

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## Abstract

The study of knowledge sharing appears to be very interesting for HRM researchers.

This enthusiasm is justified by the fact that knowledge sharing seems to be beneficial for subordinates as well by allowing them to broaden their fields of knowledge and skills and consequently to be more innovative and creative than for the whole company. by improving its managerial and organizational performance and ensuring its sustainability.

In this vein, we can consider that empowerment is likely to be a factor in knowledge sharing. Thus, by granting more power and responsibility to "knowledge workers", by sharing governance with them, by allowing them to seize opportunities and take initiatives, these individuals would become much better involved in their organization, would help each other more. and would now become psychologically "empowered" and as a result, they would become more willing to share their different knowledge, skills and expertise.

In order to examine the link between psychological empowerment and knowledge sharing, we aspire to carry out a quantitative study on a sample made up of "Tunisian knowledge workers".

**Keywords:** Knowledge sharing • civic organizational behaviour

## Introduction

Knowledge sharing obviously seems to be a topical research issue, it is more and more in demand in HRM. Moreover, several recent studies have focused on this subject. These studies are therefore numerous and extremely varied and they are not aimed at identifying the factors of knowledge sharing. These are of a different nature, namely individual, organizational and technological.

However, despite a plethora of literature on the subject of knowledge sharing, little research has tested the effect of empowerment on knowledge sharing. Our first objective in this study is therefore to examine the relationship between psychological empowerment and knowledge sharing. For our part, we tried to find out by what mechanism the empowerment of "knowledge workers" can influence their knowledge sharing behavior in order to identify a pillar on which the organization could act. More precisely, through this study we were able to investigate the mediating role of citizen organizational behavior in the relationship between psychological empowerment and knowledge sharing. In order to proceed to test its validity, there was obviously a confrontation of our conceptual research model with the field test. Moreover, we used a quantitative approach in our investigation, after the preparation of a research questionnaire in order to allow us to measure our variables.

The self-administration of our research questionnaire was carried out with 175 knowledge workers who work in different Tunisian companies, namely SIAME, SUNGARD, Tunisie Telecom, SAIPH pharmaceutical laboratory, etc.

## Literature review

### Knowledge sharing

Tacit or intangible knowledge is considered a strategic asset for

maintaining power and ensuring competitive advantage. Therefore, organizations should be careful to identify the factors that are likely to influence the knowledge sharing behavior of collaborators, especially tacit ones. According to Noe and Wang (2014), knowledge sharing aims to ensure the provision of explicit knowledge such as technical documents and procedures and tacit knowledge such as expertise and know-how to other collaborators. The purpose of sharing is therefore to help members achieve their goals, solve their problems, and be more innovative and creative. The process of sharing knowledge takes place during social interactions, it can also be done through technological means. Also, sharing can generate synergies and be extended without limit with unlimited potential through continuous learning and interaction. It is for this reason that it is essential to ensure a favorable climate for knowledge sharing while encouraging exchange with other members of a work team, for example communication, cooperation, collaboration and communication. 'mutual aid... etc.

Thus, a technological infrastructure is essential to stimulate access to the explicit knowledge of other members of a work team and this can ensure as a result the widening of the knowledge field of the collaborators. The latter then become more innovative and creative, and consequently the company would benefit from these intra-organizational exchanges and could be more efficient (Chiang, 2011).

According to some studies, knowledge sharing can be amplified with employee empowerment. The more they feel empowered, the more they become willing to share their knowledge.

## Research Methodology

### Sampling

Our questionnaire was therefore administered to "knowledge workers" working in companies to know where knowledge sharing occupies an important place and adds value and where the proper functioning of these

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companies can only be achieved with the knowledge of employees working there.

Our sample includes 106 men and 69 women with an average age of 31 years.

## Research results

Before resorting to PCA, we first examined the conditions for factorization of the variables. The KMO is acceptable at 0.764, chi-square = 975.614  $df = 66$ ,  $p < 0.001$ . This makes it possible to apply factor analysis. The factorial contribution of each item has a value greater than 0.7, which reflects a good presentation of the dimension as indicated in the table below. The reliability analysis demonstrates the good internal consistency of the empowerment scale. The calculated Cronbach's alpha is 0.869 for perceived influence, 0.751 for sense of competence, 0.706 for autonomy, and 0.882 for sense of work Table 1.

**Table 1.** The results of the ACP on the empowerment scale.

KMO= 0.674					
Communalité	Contribution factorielle				
Empower 1	,815	,874			
Empower 2	,821	,877			
Empower 3	,776	,803			
Empower 4	,643	,768			
Empower 5	,634	,784			
Empower 6	,737	,829			
Empower 7	,617	,757			
Empower 8	,763	,811			
Empower 9	,558	,723			
Empower 10	,786	,790			
Empower 11	,878	,906			
Empower 12	,822	,871			
Valeur propre	4,463	1,830	1,413	1,145	
Variance expliquée	73745%	20.11%	19859%	17365%	16413%
Alpha Cronbach	,869	,706	,751	,882	

## Discussion of the results

We first hypothesized that knowledge sharing is positively influenced by psychological empowerment. A significant total effect was observed ( $= 0.5859$ ,  $p < 0.05$ ) as well as a significant direct effect of ( $= 0.3632$ ,  $p < 0.05$ ). H1 is therefore verified. We can see that empowerment has a total positive effect on knowledge sharing. Thus, this effect improved with the inclusion of mediating variables such as altruism, sportsmanship, mutual aid and civic virtue.

The more "knowledge workers" feel empowered, the more they become much more willing to share their knowledge.

Our second hypothesis proposes that empowerment is positively linked to citizen organizational behavior. So, in order to verify this hypothesis, we inserted each dimension of organizational citizen behavior in isolation to verify the effect of empowerment on it. We note that empowerment is positively linked to mutual aid ( $= 0.3991$ ,  $p < 0.05$ ). Fluticasone is an inhaler drug used in patients with obstructive pulmonary diseases (e.g. asthma or COPD). Fluticasone propionate is an optimized drug for inhalation. Inhaled drugs are the mainstay of treatment in the care of pulmonary diseases such as asthma and COPD Compared with other routes of administration, respiratory drugs that are specifically designed for inhalation. Significant benefits, including direct delivery to the disease target site, rapid onset of action, high and long-term pulmonary efficacy, and reduced risk of systemic side effects It can be readily used by the people moving in more infected areas where the COVID-19 infection is severely spread. It can also be used as preventive treatment upon the doctors advise and it is easy to carry

inhaler. It needs further clinical studies to use this as inhaler or intravenous administration for preventive and cure measures of COVID-19.

## Conclusion

The main contribution of our study is the agreement that psychological empowerment is an important factor in influencing the knowledge sharing behavior of "knowledge workers". In addition, this research was able to demonstrate the positive impact that psychological empowerment can have on 3 dimensions of citizen organizational behavior, which are altruism, mutual aid and civic virtue. On the other hand, organizational citizen behavior with its previously mentioned dimensions which are three in number promotes knowledge sharing.

Therefore, it is essential that managers are aware of the importance of employee empowerment and the role they have to play to promote it by empowering them, by giving them much more autonomy in the tasks that are entrusted to them and in decision-making ... as by appropriating more power, employees become more inclined to work together, to help each other, to become more altruistic and to develop their civic virtue while providing much more efforts in the general interest of the community and the organization in which they work.

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