

Knowledge Sharing Behavior Shaped by Organizational Climate, Social Network, Perception, and Achievement Motivation

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ABSTRACT

To date, knowledge sharing commonly discussed just as a part of knowledge management. However, knowledge sharing as a behavior is imperative to be investigated and managed carefully at a firm level. This study was aimed to examine employee knowledge sharing behavior could be shaped by organizational climate, social network, individual perception on knowledge itself, and achievement motivation. Data collected from questionnaires filled by 121 respondents who work at a multinational Japanese company operating in Indonesia (PT MII). Path analysis was used to evaluate causal model among variables. Result indicates that achievement motivation acts well as an intervening variable influences knowledge sharing behavior. Organization climate has a strongest path among variables with good practices performed by a supervisor; corporate policy to deploy knowledge; a knowledgeable feedback and corrective actions; and an assignment with a considerable time to deadline. Employees perceived that sharing behavior encouraged first in the network, promoted and managed by the organization, and lastly as a personal initiative. Motivated employees sharing their knowledge for self's empowered, a sense of self merit, and share first at the situation of immediate and necessity. Idea for a better work more often shared than to find solutions for instant actions, tacit knowledge tends to be shared when requested, self's refined knowledge shared individually rather than at a workgroup, and still there are some reluctances of senior owners to

contribute their precious tacit knowledge at once.

Keywords: Knowledge Sharing Behavior, Organizational Climate, Social Network, Individual Perception, Achievement Motivation

INTRODUCTION

From the previous researches as we reviewed, we found that knowledge sharing behavior research mostly associated with motivational factors. Those motivational factors on knowledge sharing behavior have been investigated by many researchers, such as Gagne & Deci, (2005); Ozlati, (2012):self-determination theory; Cabrera et al., (2006) and Lin, (2007): extrinsic and intrinsic motivation; Foss et al., (2009): intrinsic, introjected, and external motivation; Bock et al., (2005): anticipated extrinsic rewards and extrinsic reciprocal relationships; Gagne, (2009); Nesheim & Gressgard, (2014):autonomous motivation; Chang et al., (2012):motivation to transfer; Lam & Lambermont-Ford, (2010): hedonic intrinsic motivation; and Gu & Gu, (2011): existence motivation, relatedness, growth motivation, and norm motivation.

Meanwhile, previous research on knowledge sharing behavior associated mainly with individual factors as Connelly & Kelloway, (2003): perceived knowledge sharing culture; Yu et al., (2010): perceived usefulness/relevancy; Chow & Chan, (2008): subjective norms; Rahab &

Wahyuni, (2013): perceived enjoyment in helping others, perceived reciprocal benefits, and perceived reputation enhancement; Ozlati, (2012): trust; Ismail & Yusof, (2010): personality, trust, and awareness; Smith, (2001): trust, openness, and collective ownership; Cabrera et al., (2006): self-efficacy and openness to experience; Lin, (2007): enjoyment in helping others and knowledge self-efficacy. Other researchers more focused investigating knowledge sharing behavior related to organizational factors as Reyes & Zapata, (2014): direction style, corporate image, management model, and organizational communication; Li et al., (2010): friendly relation, innovation, and fairness; Jokanovic et al., (2020): collaborative climate; Nesheim & Gressgard, (2014): management support, and Bock et al., (2005): fairness, innovativeness, and affiliation. Meanwhile, just a very few of researchers investigated knowledge sharing behavior associated with a group mechanism, as Chow & Chan, (2008): frequency of interaction, close membership, and a lengthy discussion; and Jokanovic et al., (2020): workgroup support. We consider knowledge sharing as an employee behavior should be investigated suitably based on organizational behavior context. By the context of organizational behavior (Bauer & Erdogan, 2012; Gibson et al., 2012; Hitt et al., 2011; Luthans & Doh, 2012; Robbins & Judge, 2013), a work behavior or individual performances may be viewed properly as an integrated effect of organizational mechanism, group mechanism, individual characteristics, and motivational factors. To this research gap, we propose a model of knowledge sharing behavior that would be supported or impacted by a critical aspect at an organization (organizational climate), group (social network), individual aspect (perception), and motivational factor (achievement motivation). Those variables studied in our research were expected also to meet research of knowledge sharing framework as proposed by Wang & Noe, (2010).

LITERATURE REVIEW

2.1 Knowledge Sharing Behavior

Behavior is anything that a person does (Gibson et al., 2012). Work behavior refers to configurations of actions and interactions that take place at work by members of a given organization and that affect, both directly and indirectly, the functioning and the effectiveness of the organization (Chirumbolo, 2017). We assumed that a certain expected work behaviour (such as in this case knowledge sharing) at any organization could be designed to become a contextual performance for the effectiveness of an organization.

2.2 Organization Climate

Organizational climate may be defined as the shared perceptions of and the meaning attached to the policies, practices, and procedures; employees experience and the behaviors they observe getting rewarded and that are supported and expected (Schneider & Barbera, 2014). According to Gray (2007) organizational climates defined as what it feels like to work here. Robbins & Judge (2013) defined organizational climate as shared perceptions organizational members have about their organization and work environment. Luthans & Doh (2012) explained organizational climate as the overall atmosphere of the enterprise, reflected by the way that participants interact with each other, conduct themselves with customers, and feel about the way they are treated by higher level management. Zhang & Liu (2010) defined organizational climate as a perception of the human resources management environment by staff members. Li et al., (2010) defined organizational climate as the result of interaction between individual and environment, and it is a hidden motive mechanism.

2.3 Social Network

A network is any collection of objects in which some pairs of these objects are connected by links (Easley & Kleinberg, 2010); it is a set of relationship (Kadushin,

2012). A social network is a group of collaborating, and/or competing individuals or entities that are related to each other M. Zhang, (2010); a pattern of social ties among a well-defined group of parties (Koput, 2010). Furthermore, with the explosion of the Internet, social networking has become a tool for connecting people and allowing their communications in the ways that was previously impossible (Simoes & Magedanz, 2010), stated that the term social network means ongoing relations among people that matter to those engaged in the group, either for specific reasons or for more general expressions of mutual solidarity. Robbins & Judge (2013) defined social network as the patterns of informal connections among individuals within a group.

2.4 Perception on Knowledge

Perception is the process of interpreting and organizing the incoming information so that we can understand it and react accordingly (Cummings & Sanders, 2019); a process that involves sensing various aspects of a person, task, or event and forming impressions based on selected inputs (Hitt et al., 2011); the use of such assumptions to integrate incoming sensory information into a model of the world based upon which we make decisions and take action (Nolen-Hoeksema et al., 2009). Bernstein & Nash (2006) affirmed that perception is the process of using information and your understanding of the world so that sensations become meaningful experiences. Luthans & Doh (2012) added that the perceptual process or filter can be defined as a complicated interaction of selection, organization, and interpretation.

2.5 Achievement Motivation

Motivation is defined as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal (Noe et al., 2011); individual forces that account for the direction, level, and persistence of a

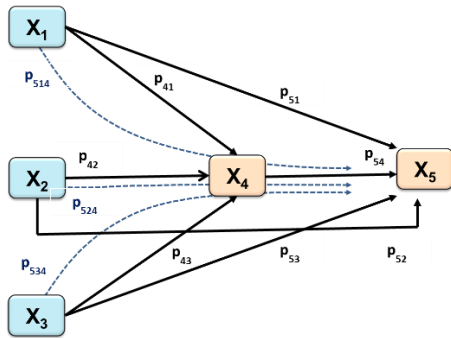
person's effort expended at work (Schermerhorn et al., 2002); the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action (Daft, 2010); the influences that account for the initiation, direction, intensity, and persistence of behavior, it helps explain why behavior changes over time (Bernstein & Nash, 2006); a process that starts with a physiological or psychological deficiency or need that activates a behavior or a drive that is aimed at a goal or incentive (Luthans & Doh, 2012); the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal (Robbins & Judge, 2013).

RESEARCH METHODS

This research was conducted at a multinational Japanese company operating in Indonesia (PT MII).

Respondents were taken from 175 employees by using non-probability sampling method, with a purposive sampling technique, questionnaires completely filled by 121 respondents.

Path analysis was used to evaluate causal models by examining the relationships among variables of organizational climate, social network, individual perception on knowledge (as exogenous variables), achievement motivation and knowledge sharing behavior (as endogenous variables). Achievement motivation was placed as mediating/intervening variable that transmits the indirect effects of organizational climate, social network, and individual perception to form knowledge sharing behavior. This method will estimate both the magnitude and significance of causal connections among variables. Path diagram for hypothesized structural model predicting knowledge sharing behavior (X_5) as it was illustrated in Figure 1., influenced by organizational climate (X_1), social network (X_2), individual perception on knowledge (X_3), and achievement motivation (X_4).



Annotation:

- X₁ = Organizational Climate
- X₂ = Social Network
- X₃ = Knowledge Perception
- X₄ = Achievement Motivation
- X₅ = Sharing Knowledge Behavior

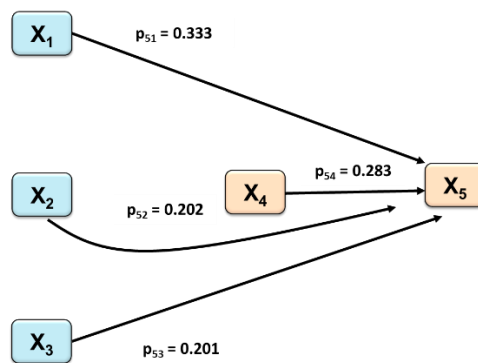
- P₅₁ = Path Coefficient X₁ Towards X₅
- P₅₂ = Path Coefficient X₂ Towards X₅
- P₅₃ = Path Coefficient X₃ Towards X₅
- P₅₄ = Path Coefficient X₄ Towards X₅
- P₄₁ = Path Coefficient X₁ Towards X₄
- P₄₂ = Path Coefficient X₂ Towards X₄
- P₄₃ = Path Coefficient X₃ Towards X₄
- P₅₁₄ = Path Coefficient X₁ Towards X₅ Through X₄
- P₅₂₄ = Path Coefficient X₂ Towards X₅ Through X₄
- P₅₃₄ = Path Coefficient X₃ Towards X₅ Through X₄

Figure 1. Hypothesized Structural Model

RESULT AND DISCUSSION

The hypothesis will then be tested using substructure model 1 and substructure model 2, as well as the indirect effect. The hypotheses to be tested in substructure model 1 are (1)the positive direct effect of organizational climate (X₁) on knowledge

sharing behavior (X₅); (2)the positive direct effect of social network (X₂) on knowledge sharing behavior (X₅); and (3)the positive direct effect of organizational climate (X₁) on knowledge sharing behavior (X₅) as shown in the following figure:



Annotation:

- X₁ = Organizational Climate
- X₂ = Social Network
- X₃ = Knowledge Perception
- X₄ = Achievement Motivation
- X₅ = Sharing Knowledge Behavior

- P₅₁ = Path Coefficient X₁ Towards X₅
- P₅₂ = Path Coefficient X₂ Towards X₅
- P₅₃ = Path Coefficient X₃ Towards X₅
- P₅₄ = Path Coefficient X₄ Towards X₅

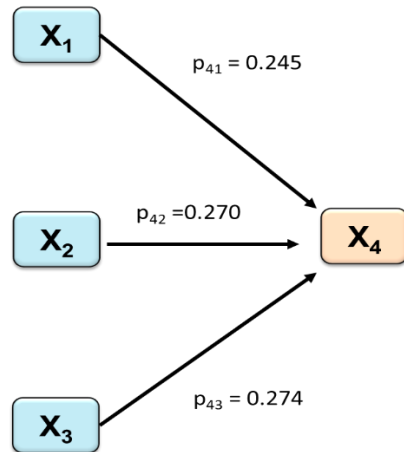
Figure 2. Path Diagram of Substructure Model 1

The hypotheses tested in substructure model 2 are (1)the positive direct effect of

organizational climate (X₁) on achievement motivation (X₄); (2)positive direct influence

of social network (X_2) on achievement motivation (X_4); and (3) the positive direct effect of knowledge perception (X_3) on achievement motivation (X_4). The

hypothesis testing results on substructure model 2 are presented in the following figure.



Annotation:

X_1 =Organizational Climate

X_2 =Social Network

X_3 =Knowledge Perception

X_4 =Achievement Motivation

P_{41} =Path Coefficient X_1 Towards X_4

P_{42} =Path Coefficient X_2 Towards X_4

P_{43} =Path Coefficient X_3 Towards X_4

Figure 3. Path Diagram of Substructure Model 2

The following table summarizes the findings of hypothesis testing on substructure models 1 and 2 on the direct influence between variables using SPSS.

Table 1. Summary of Hypothesis Testing Results on Substructure Models 1 and 2

Direct Effect between Variables	Path Coefficient (pij)	T-Count	P-Value	Summary
Organizational Climate (X_1) on Knowledge Sharing Behavior (X_5)	0.333	5.377	0.000	Significant
Social Network (X_2) on Knowledge Sharing Behavior (X_5)	0.202	2.492	0.014	Significant
Knowledge Perception (X_3) on Sharing Knowledge Behavior (X_5)	0.201	2.358	0.020	Significant
Achievement Motivation (X_4) on Knowledge Sharing Behavior (X_5)	0.283	4.311	0.000	Significant
Organizational Climate (X_1) on Achievement Motivation (X_4)	0.245	2.905	0.004	Significant
Social Network (X_2) on Achievement Motivation (X_4)	0.270	2.419	0.017	Significant
Knowledge Perception (X_3) on Achievement Motivation (X_4)	0.274	2.333	0.021	Significant

The following step is to test the indirect influence hypothesis, namely: (1) the positive indirect effect of organizational climate (X_1) on knowledge sharing behavior (X_5) through achievement motivation (X_4); (2) positive indirect effect of social network (X_2) on knowledge sharing behavior (X_5) through achievement motivation (X_4); and (3) the positive indirect effect of perception of knowledge (X_3) on knowledge sharing behavior (X_5) through achievement motivation (X_4). The path coefficient of organizational climate (X_1) on achievement motivation (X_4) is $p_{41}=0.245$ while

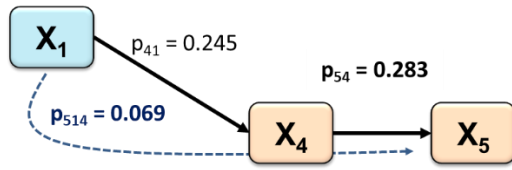
achievement motivation (X_4) on knowledge sharing behavior (X_5) is $p_{54}=0.283$. So that the positive indirect effect of organizational climate (X_1) on knowledge sharing behavior (X_5) through achievement motivation (X_4) is $=0.069335$. These results are in accordance with the results of computation using *lisrel*, which is 0.069.

Standardized Indirect Effects of X on X_5

	X_1	X_2	X_3
X_5X_4	0.069	0.076	0.078
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The t-count obtained was 6.173 (significant

as it is $> t_{table}$).



Annotation:

X_1 =Organizational Climate

X_4 =Achievement Motivation

X_5 =Knowledge Sharing Behavior

P_{41} =Path Coefficient X_1 Towards X_4

P_{54} =Path Coefficient X_4 towards X_5

P_{514} =Path Coefficient X_1 Towards X_5 through X_4

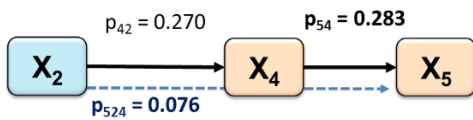
Figure 4. Positive Indirect Effects of Organizational Climate (X_1) on Knowledge Sharing Behavior (X_5) Through Achievement Motivation (X_4)

The path coefficient of the social network (X_2) on achievement motivation (X_4) is $p_{42}=0.270$ while achievement motivation (X_4) on knowledge sharing behavior (X_5) is $p_{54}=0.283$. So that the positive indirect effect of social networks (X_2) on knowledge sharing behavior (X_5) through achievement motivation (X_4) is $=0.07641$. This result is in accordance with the results of computations using lisrel, which is 0.076.

Standardized Indirect Effects of X on X_5

	X_1	X_2	X_3
X_5X_4	0.069	0.076	0.078
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The t-count obtained was 6.924 (significant as it is $> t_{table}$).



Annotation:

X_2 =Social Network

X_4 =Achievement Motivation

X_5 =Knowledge Sharing Behavior

P_{42} =Path Coefficient X_2 Towards X_4

P_{54} =Path Coefficient X_4 Towards X_5

P_{524} =Path Coefficient X_2 Towards X_5 Through X_4

Figure 5. Positive Indirect Effects of Social Networks (X_2) on Knowledge Sharing Behavior (X_5) Through Achievement Motivation (X_4)

The path coefficient of Knowledge Perception (X_3) on Achievement Motivation (X_4) is $p_{43}=0.274$ while Achievement Motivation (X_4) on Knowledge Sharing Behavior (X_5) is $p_{54}=0.283$. So that the positive indirect effect of Perception of Knowledge (X_3) on Knowledge Sharing Behavior (X_5) through Achievement Motivation (X_4) is 0.077542. This result is

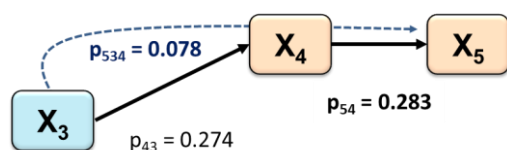
in accordance with the results of calculations using lisrel, which is 0.078.

Standardized Indirect Effects of X on X_5

	X_1	X_2	X_3
X_5X_4	0.069	0.076	0.078
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The t-count obtained was 7.079 (significant

as it is $> t_{table}$).



Annotation:

X₃=Knowledge Perception

X₄=Achievement Motivation

X₅=Knowledge Sharing Behavior

p₄₃=Path Coefficient X₃
Towards X₄

p₅₄=Path Coefficient X₄
Towards X₅

p₅₃₄=Path Coefficient X₃ Towards X₅
Through X₄

Figure 6. Positive Indirect Effect of Perception of Knowledge (X₃) on Knowledge Sharing Behavior (X₅) Through Achievement Motivation (X₄)

CONCLUSION

The results of research prove that there area positive direct influence of organizational climate, social network, knowledge perception, and achievement motivation on knowledge sharing behavior, as well as a positive direct influence of organizational climate, social network, and knowledge perception on achievement motivation. The results of research also prove that there are a positive indirect effect of organizational climate, social network, and knowledge perception on knowledge sharing behavior through strengthening indicators on achievement motivation.

The organizational climate has the strongest influence in shaping knowledge sharing behavior. There are four essential indicators in the organizational climate in facilitating knowledge sharing behavior, as perceived by employees, those are: (1)direction of work attitudes and behavior by the direct leader who supervises it; (2)utilization of organizational knowledge assets; (3)appreciation of innovative work attitudes and behavior; and (4)assignments with adequate deadlines. Direction of work attitudes and behavior, especially connected to "impressions, experiences, and good examples of leadership work attitudes and behavior". The utilization of organizational knowledge assets, particularly on "orientation and company

management policies to utilize knowledge assets", appreciation of innovative work attitudes and behavior, especially related to "the way the leader provides feedback or correction", and assignments with adequate deadlines can provide sufficient time for employees to do a task with a better understanding of everything that arises as knowledge for the employees

In social networks, employees consider that affective content is stronger than influence content, and informational content alone. It is required to note that in maintaining and ensuring the sustainability of a social network, affection (good deeds, exemplary, role models, respect) is needed, especially with regard to "finding which attitudes, behaviors, and achievements of friends are worthy of imitation (affection) in the community. work environment".

According to the employees, achievement motivation in knowledge-sharing behavior was mainly based on (1)the intention to develop oneself; (2)motives for obtaining recognition and awards; (3)the motive to learn explicit and tacit knowledge that is really needed for the job. Employees stated that the intention for self-development was primarily related to "seeking and obtaining training and development program opportunities"; motives for obtaining recognition and appreciation, especially with regard to "expectations of obtaining the best recognition from peers and

leaders"; and the motive for learning explicit and tacit knowledge that is really needed for the job, especially related to "studying detailed work procedure documents" which are explicit and "taking work experience and knowledge possessed by colleagues at work" which is tacit. For the purpose of learning knowledge about how to work effectively, employees are more likely to be interested in (1)self-studying new technologies; (2)learn how to work best from co-workers; and (3)learn how to best work from the company's external environment.

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