

## Organisational Citizenship Behaviour and Knowledge Sharing: An Empirical Study

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### Abstract

The objective of present study is to examine the relationship between organisational citizenship behaviour and knowledge sharing among employees working in private organisation in Dehradun (U.K). The study aims at examining the relationship between dimension of organisational citizenship behaviour and knowledge sharing. Organisational citizenship behaviour is extra- role behaviour and done voluntarily by the employees with the aim of helping others or supporting the organisation. Knowledge sharing is the process through which experience, ideas and information is shared. Organisational citizenship behaviour promotes good working environment, knowledge sharing among employees, productivity and contributes to organisational effectiveness. The sample of the study consists of 40 employees working in private organisation in Dehradun (UK). Correlation is used as a tool for analysis and the results show dimensions of OCB i.e. civic virtue, conscientiousness, altruism and courtesy have significant positive correlation with knowledge sharing. The composite scores of organisational citizenship behaviour and knowledge sharing are positively related with correlation co-efficient.

**Keywords:** Organisational Citizenship Behaviour, Knowledge Sharing, Employees, Organisations.

### Introduction

In today's scenario organisations are becoming more knowledge intensive, they are "hiring minds more than hands", and the need for leveraging the value of knowledge is increasing (Wong, 2005). Knowledge becomes an important factor and a major source for creating an organisation's sustainable competitive advantages (Fang et al., 2010), but without a positive working and supporting environment it is impossible for the organisation to share knowledge effectively. There is a strong idea that the performance of organization largely depends on the efforts of the employees beyond the requirements of the role (Thiagarajan and Kubendran, 2012). These extra roles benefit the organisation and help organisation to achieve competitive advantage. Organisational citizenship behaviour (OCB) is a positive approach of engaging employees towards work and is considered beneficial to the organisation which is also called as "the extra role behaviour" or "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate, promotes the efficient and effective functioning of the organisation" (Organ, 1988). Organisational citizenship behaviour has great financial and nonfinancial benefits for the organisation (Lin et al., 2008) and helps in promoting coordination and knowledge sharing behaviour among the co-workers.

### Organisational citizenship behavior

Organisational citizenship behaviour is called as extra-role behaviour, as these roles are not mentioned in the job requirement. These roles help the organisation in many ways. According to Allen et al., (2000) OCB is that behaviour which embodies the cooperative and constructive gesture that are neither mandated by formal job role prescription nor directly or contractually compensated by the formal reward system in the organisation.

## Dimensions of OCB

- 1. Altruism:** The helping of an individual coworker on a task or voluntary actions that help a fellow employee in solving work related problems.
- 2. Civic virtue:** Participating in the governance of the organisation which includes voluntary participation in, and supporting organisational functions on both professional and social platform.
- 3. Conscientiousness:** Performing duty beyond the minimum requirement includes obeying rules, regulations and procedures.
- 4. Courtesy:** Alerting others behaviour in the organisation, and changes that may affect their work, the discretionary enactment of thoughtful and considerate behaviours that prevent work related problems for others.
- 5. Sportsmanship:** Refraining from complaining about trivial matters; a willingness to tolerate the inevitable inconveniences and impositions that result in an organisation without complaining and doing so with a positive attitude.

## Knowledge sharing

Knowledge can be divided into two parts a) tacit and b) explicit knowledge. Tacit knowledge refers to the information residing in the heads of people which is not codified and articulated like experience. Explicit knowledge is easier to document and share like books, documents and white papers etc. Knowledge sharing is a process where the individual exchange their knowledge, ideas, information, skills and experiences with individual employees or group of employees. Knowledge sharing at work is the dissemination or exchange of explicit or tacit knowledge, ideas, experiences, skills, or technology among individual employees or groups of employees (Cabrera & Cabrera, 2002; Wang et al., 2008). It is also called as the process of capturing, storing, sharing and using knowledge (Davenport & Prusak, 1998).

## Literature Review

### Organisational Citizenship Behaviour

Shandilya, Khandilwal and Jha (2014) discussed that age and increase tenure in the organisation had a positive and direct relation with organisational citizenship behaviour. Further they stated that female employees were more engaged in OCB as compare to male co-workers in the organisation.

Hasan (2011) in the study examined the influence of organisational citizenship behaviour on knowledge sharing. The study investigated that sportsmanship, conscientiousness and altruism had more impact on knowledge sharing.

Lin (2008) identified in the study that organisational citizenship behaviour dimensions (altruism, conscientiousness, courtesy, civic virtue and sportsmanship) has a significant and positive relationship with knowledge sharing.

Podsakoff et al., (2000) contributed in the original concept of organisational citizenship behaviour by presenting seven common themes or dimensions in it: Helping Behaviour, Sportsmanship, Organisational Loyalty, Organisational Compliance, Individual Initiative, Civic Virtue, and Self Development.

## Knowledge Sharing

Akturan et al., (2016) examined that knowledge sharing has a positive influence on creative behaviour. The study suggested that through knowledge sharing an organisation can create a positive and perceived climate for employees.

Skaik&Othman (2015) investigated intention is one the main determinant of knowledge sharing. It was also reported that attitude, subjective norms and self-efficacy significantly influence the knowledge sharing intention of academics.

Razaket al.,(2015) examined the different theories applied to the study of knowledge sharing. It was also found that determined willingness, business citizenship behaviour and commitment represent the knowledge sharing behaviour at individual level. The study identified factors like attitudes, subjective norms, perceived behaviour control and exchange of maximizing benefits that drives individual towards knowledge sharing behaviour.

Alam et al., (2009) studied knowledge sharing behaviour of employees in the SMEs in Malaysia and identified four key factors (reward system, culture, trust, and technology) that influence the knowledge sharing behaviour in the firm.

Ipe (2003) examined knowledge sharing at both level, i.e. individuals and organisational and identify factors like nature of knowledge, motivation to share, opportunities to share & culture of the work environment for promoting knowledge sharing.

## Research Objectives

- To determine the relationship between organisational citizenship behaviour and knowledge sharing.
- To assess the relationship between dimensions of organisational citizenship behaviour and knowledge sharing.

## Research Hypotheses

**Ho 1:** There is no significant relationship between organisational citizenship behaviour and knowledge sharing.

**Ha 1:** There is a significant relationship between organisational citizenship behaviour and knowledge sharing.

**Ho2:** There is no significant relationship between dimensions of organisational citizenship behaviour and knowledge sharing.

**Ha 2:** There is a significant relationship between dimensions of organisational citizenship behaviour and knowledge sharing.

## Methodology

The population for the study is the employees working in private organisation in Dehradun (UK). A total of 60 questionnaires were distributed among employees and only 40 usable responses were received, which was analyzed with the help of correlation through SPSS 20 version. Data is collected with the help of simple random sampling technique.

## Measures

- Knowledge sharing was measured by the scale developed by Bock et.,al (2005). The scale includes nine dimensions and 38 items and was measured on five point likert scale.
- Organisational citizenship behaviour was assessed with the help of questionnaire developed by Podsakoff, Mackenzie, Moorman and Fetter (1990), including five dimensions and 24 items on five point likert scale.

## Data Analysis and Interpretation

**Table 1. Participant's demographic characteristics**

Demographic Variables		Frequency	Percentage %
Gender	Male	15	37.5
	Female	25	62.5
Age	21-25	9	22.5
	26-35	28	70.0
	36-45	-	-
	46-55	1	2.5
	56-above	2	5.0
Education	Graduate	2	5.0
	Post-Graduate	29	72.5
	Ph.D.	4	10.0
	Others	5	12.5
Experience	Less-1yrs	9	22.5
	1-3yrs	13	32.5
	4-6yrs	6	15.0
	7-9yrs	5	12.5
	10yrs-Above	7	17.5

Table 1 shows the demographic of participants. Among the 40 respondents, 37.5% are male and remaining 62.5% are female respondents. The sample includes majority of the respondents 70% in the age group between 26-35 yrs. More than half of the respondents 72.5% have Post Graduate degree. As far as experience is considered majority of the respondents 32.5% are having working experience between 1-3 yrs.

**Table 2. Correlations between Organisational Citizenship Behaviour and Knowledge Sharing**

		KS	OCB
KS	Pearson Correlation	1	.592 <sup>**</sup>
	Sig. (2-tailed)		.000
	N	40	40
OCB	Pearson Correlation	.592 <sup>**</sup>	1
	Sig. (2-tailed)	.000	
	N	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 2 result shows that the correlation between organisational citizenship behaviour (OCB) and knowledge sharing (KS) is 0.592 which indicates that a positive and significant relationship exists between OCB and KS at .01% level of significance.

**Table 3 Correlation between Dimensions of Organisational Citizenship Behaviour and Knowledge Sharing**

		Conscientiousness	Sportsmanship	Civic Virtue	Courtesy	Altruism
Knowledge Sharing	Pearson Correlation	.573**	.188	.522**	.342*	.473**
	Sig. (2-tailed)	.000	.246	.001	.031	.002
	N	40	40	40	40	40

Correlation is significant at the 0.01 level (2-tailed). \*\*

Correlation is significant at the 0.05 level (2-tailed). \*

Table 3 shows that knowledge sharing has positive relationship with the dimensions of organisational citizenship behaviour (conscientiousness, civic virtue, courtesy and altruism). Conscientiousness has a score of 0.573 (significant at 0.01 level) which shows that there is positive correlation between conscientiousness and knowledge sharing. Sportsmanship has an insignificant relationship with knowledge sharing with a score of 0.188, civic virtue as 0.522 (significant at 0.01 level), courtesy as 0.342 (significant at 0.05 level) and altruism as 0.473 (significant at 0.01 level). The result shows that there is a positive and significant relationship between OCB dimensions (conscientiousness, civic virtue, courtesy and altruism) on knowledge sharing.

### Discussion and Conclusion

On the basis of above result it can be inferred that there is a positive and significant relationship between organisational citizenship behaviour, its dimensions and knowledge sharing (correlation value of 0.592). The Pearson correlation coefficient test was used to predict the research hypotheses. From the table 2 it is inferred that there is a positive and significant relationship between organisational citizenship behaviour and knowledge sharing, so our first null hypothesis is rejected i.e. H01: There is no significant relationship between organisational citizenship behaviour and knowledge sharing and alternative hypothesis i.e. There is a significant relationship between organisational citizenship behaviour and knowledge sharing is accepted. It signifies that organisational citizenship behaviour helps in increasing knowledge sharing of the employees. The result of the study is also supported by previous study done by Lin (2008). According to the finding of this study, there is a positive correlation between knowledge sharing and four dimensions of organisational citizenship behaviour. From the table 3 it is revealed that there is a significant relationship between organisational citizenship behaviour dimensions (conscientiousness, civic virtue, courtesy and altruism) and knowledge sharing with a correlation value 0.573, 0.522, 0.342 and 0.473 respectively. Hence our second null hypothesis i.e. H0 2: There is no significant relationship between organisational citizenship behaviour dimension and knowledge sharing is rejected and the alternative hypothesis is accepted.

Organisational citizenship behaviour and knowledge helps in creating a positive working environment and promote sharing behaviour. When employees showing organisational citizenship behaviour are motivated they feel as a part of the organisation and they voluntarily start promoting knowledge sharing with their co-workers. It



becomes the responsibility of organisation to promote OCB and knowledge sharing for the overall development of both the employees and organisation.

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