

EXAMINING THE INFLUENCE OF ORGANIZATIONAL CLIMATE AND ATTITUDE TOWARD KNOWLEDGE SHARING ON KNOWLEDGE SHARING INTENTION

Rini Sarianti

Economics Faculty, Universitas Negeri Padang, rini_sarianti@yahoo.com

Rahmiati

Economics Faculty, Universitas Negeri Padang, rahmifeunp@gmail.com

Abstract

This study investigated the influence of organizational climate and attitude toward knowledge sharing on knowledge sharing intention. The populations in this research are all administrative employees in Padang State University. Technique of sample analysis is proportional cluster sampling. Data were collected through a questionnaire using Likert scale. Convergent and discriminative validity were used to test the validity and reliability of the questionnaire. Partial least square (PLS) was chosen as the structural equation model (SEM) analysis methods to test the hypotheses. The findings of the research are: (1) organizational climate has significant effect on knowledge sharing intention, (2) organizational climate has significant effect on attitude toward knowledge sharing, and (3) attitude toward knowledge sharing has significant effect on knowledge sharing intention.

Abstrak

Penelitian ini meneliti pengaruh iklim organisasi dan sikap berbagi pengetahuan terhadap niat berbagi pengetahuan. Populasi dalam penelitian ini adalah karyawan administrasi di Universitas Negeri Padang. Teknik pengambilan sampel menggunakan *proportional cluster sampling*. Data dikumpulkan melalui kuesioner dengan menggunakan skala Likert. Konvergen dan validitas diskriminatif digunakan untuk menguji validitas dan reliabilitas kuesioner. Kuadrat terkecil parsial (*PLS*) dipilih sebagai model persamaan struktural (*SEM*) untuk metode analisis pengujian hipotesis. Temuan dari penelitian ini adalah: (1) iklim organisasi berpengaruh signifikan terhadap niat berbagi pengetahuan, (2) iklim organisasi berpengaruh signifikan terhadap sikap terhadap berbagi pengetahuan, dan (3) sikap berbagi pengetahuan berpengaruh signifikan terhadap niat berbagi pengetahuan.

Keywords: knowledge sharing intention, organizational climate, and attitude toward knowledge sharing.

JEL Classification: L23

1. Research Background

Knowledge management is important in improving organizational knowledge. Today, many organizations realize the importance of knowledge as a valuable asset in improving its competitiveness. According to some research, there are some companies able to *exist* and even able to develop because they are able to use the resources of knowledge of its employees (Sangkala, 2007). It shows that, in the era of knowledge economy, the success of an organization to become more superior is depended on the assets that are intangible than the tangible.

Knowledge sharing is one method of knowledge management organization that is used to provide an opportunity for all employees to share knowledge, technology, experience and ideas they have. The employees' knowledge in the organization are not only worthy but also become the key to success for the organization in the information age.

All organizations need knowledge sharing activities, as well as the university. In order to be able to create a culture of knowledge sharing in a university, not only the teaching staffs have a role, but the administrative staffs also play important role. The administrative staffs are expected to provide good service to students. They are expected to have knowledge sharing intention. Through knowledge sharing habits, it can create a voluntary exchange of knowledge so that they can improve the organizational competitiveness.

In some facts, many employees do not want to share their knowledge with others. Sharing knowledge is often considered to be unfair to the parties involved such as knowledge contributors and consumers of knowledge. Knowledge contributors are not encouraged to share their knowledge for some reasons such as lack of time, incentives and other constraints. Besides, the high competition among employees makes them not willing to share knowledge to his co-workers because of the emergence of the perception of fear of loss of power and position. When the contributor of knowledge leaves the organization, then the organizational skills are also gone. Under these conditions, it is interesting to do research on examining the influence of organizational climate and attitude toward knowledge sharing on knowledge sharing intention.

Knowledge sharing is one of the studies in sciences, especially knowledge management. Jacobson (2006) defines knowledge sharing as an exchange of knowledge between two individuals where one person communicates, while others assimilate that knowledge. Studies found that knowledge sharing is very important because it enables organizations to improve innovation performance and decrease the excessive learner's effort (Hanvanich, et al, 2003).

Fishbein and Ajzen (1975) in Jogianto (2007), Theory of Reasoned Action (TRA) explains that a person's intention to behave is determined by the attitude toward person's attitude (A), in which actual behaviour is influenced by the behavioural intention toward behaviour. According to Hartono (2007), behavioural intentions and behaviour are two different things. Behavioural intention is a desire to perform the behaviour, so in this case, the intention is not behaviour while actual behavioural is a real action or activity undertaken. Person's intentions toward behaviour is influenced by attitude toward behaviour.

Attitude is always directed to a thing or an object. There is no attitude without object (Gerungan, 2004). Definition of attitude according to Petty and Cacioppo is a general evaluation that created by human toward himself, other people, objects or issues (Anwar, 2009). Furthermore, Thurstone, Likert and Osgood (Anwar, 2009) says that attitude is a feeling to support or favourable or feelings of unfavourable on a specific object. From these definitions, it can be concluded that attitude is a positive or negative feelings of an individual towards their intention behaviour.

From the opinions above, it is clear that attitude toward knowledge sharing as positive or negative feelings of an individual's knowledge sharing behaviour. In the framework of sharing knowledge, there is a study that examined the relationship between the effects of attitudes on behaviour to share knowledge with the intention of someone in the sharing of knowledge, the research done by Bock et al. (2005). Research samples obtained from the Korean company managers. Research results show that there is a significant positive relationship between a person's attitudes to behave in sharing knowledge with one's intention to share knowledge. Zárraga and Bonache (2003) also have similar findings with Liao (2006). Zárraga and

Bonache (2005) use sample from the employee of multinational companies in Spain. His research finds that there is a positive relationship between organizational climates with a person's attitude to share knowledge.

Organizational climate is a collection and environmental pattern that determine the appearance of motivation and focuses on perceptions that make sense or assessable that have direct effect on the performance of members of the organization (Stinger, in Wirawan, 2007). According to Davis and Newstrom (2000) organizational climate is the personality of an organization that differentiates it from other organizations that lead to the perception of each member in viewing the organisation.

Toulson and Smith (1994) defines organizational climate as a perception on togetherness, fairness, honesty and motivation to be creative in the organization. So, it can be concluded that the organizational climate is a series of descriptions and organizational characteristics that differentiate an organization with other organizations that lead to the perception of each member in viewing the organization in terms of togetherness, fairness, honesty, and the motivation to be creative in the organization.

Social capital theory states that one of the things that affect a person in sharing knowledge is the interpersonal relationships that exist within the organization (Bolino et al., 2002 cited by Cabrera and Cabrera, 2005). Based on this theory it can be concluded that in order for a person to behave in the context of this study, sharing knowledge is influenced by interpersonal relationships that exist within the organization. So, the better and the closest the interpersonal relationship is, the more conducive organizational climate within an organization, then it is expected the higher the knowledge sharing intention.

Research conducted by Zárraga and Bonache (2003) also has similar findings with Liao (2006). Zárraga and Bonache (2005) used a sample of employees of multinational companies in Spain. His research suggests that there is a positive relationship between organizational climates with person's knowledge sharing intention.

Referring to the theory and the review of previous studies, the hypotheses of this research are as follows: (1) organizational climate has a positive effect on knowledge sharing intention; (2) organizational climate has a positive effect on the attitude toward knowledge sharing, and (3) attitude toward knowledge sharing has a positive effect on knowledge sharing intention of employees in Padang State University.

2. Research Methods

This study is a replication of a study conducted by Bock et al. (2005) which use the variables of organizational climate and attitude toward knowledge sharing as exogenous variable, as well as knowledge sharing intention as an endogenous variable.

The population of this study was all administrative staffs of the UNP, amounting to 547 people. Samples were taken as many as 85 people using proportional cluster sampling technique. This research used primary data obtained through a survey on administrative staffs of UNP with the focus on measuring the individual's knowledge sharing intention. Data analysis was done by using PLS (Partial Least Square) version 2.0.

Definitions of operational for each variable are as follows: (1) knowledge sharing intention is the desire of individuals to share knowledge. Variable knowledge sharing intention was measured by using 4 items of statements adapted from Bock et al. (2005) by using 5 item of statements and using 5 Likert scales ; (2) organizational climate is defined as the perception of togetherness, fairness, honesty and motivation to be creative in the organization. To test this variable, we used an instrument developed by Toulson and Smith (1994) by using 5 item of

statements and using 5 Likert scale, and (3) attitude toward knowledge sharing is defined as positive or negative feelings of an individual against a wanted behaviour. To test this variable, we used an instrument developed by Bock et al. (2005) by using 4 items of statements using a 5 Likert scale.

3. Result and Discussion

Based on the results, it can be found the description of each variable of this study. For knowledge sharing intention variable, the value of the score and the means are respectively 81.64 and 4.68. It means, the respondents in this research perceive their knowledge sharing intention very good. Furthermore, for the variable attitude toward knowledge sharing, the value scores and the means are respectively 85.29 and 4.26 which means that according to the respondents their attitude toward knowledge sharing is also very good. While the variable of the organizational climate get the lowest scores and means, respectively 78.49 and 3.92 which means that the respondents perceive that their organizational climate is good.

Based on the data processed by PLS, it is resulted R-Square knowledge sharing intention of 0.289, which means that the organizational climate and attitude toward knowledge sharing could explain the variation of knowledge sharing intention by 28.9%, while the remaining of 71.1% is explained by residual factors outside the models.

For the relationship between exogenous variables of organizational climate with the variable of attitude toward knowledge sharing, it is obtained R-Square of 0.103. R-Square of 0.103 showed organizational climates could explain the variation on attitude toward knowledge sharing at 10.3%, while the remaining of 80.7% is explained by other factors outside the model. Table 1 below shows the summary of the results of the research.

Table 1. The Summary of Hypothesis Testing Results

	Hypotesis	T-Statistik	Corr	Conclusion
1	Organizational climate has positive impact on knowledge sharing intention	3.178**	+	H ₁ accepted
2	Oganizational climate has positive impact on attitude toward knowledge sharing	4.369**	+	H ₂ accepted
3	Attitude toward knowledge sharing has a positive on knowledge sharing intention	4.751**	+	H ₃ accepted

Note: **=sig at alpha 0,01

Source: Primary data (2012)

Table 1 shows the results of testing from each hypothesis. In the first hypothesis, the test of relationship between organizational climate and knowledge sharing intention obtained the value of t-statistic of 3.178. It is significantly larger than the t table of 2.33 at the 99 % of confidence level. The results of this test indicate that there is significant influence between organizational climates with knowledge sharing intention. The correlation coefficient between organizational climate and knowledge sharing intention is 0.263 which has positive value. Thus, the 1st hypothesis can be accepted, where the organizational climate has positive effect on knowledge sharing intention.

The relationship test between organizational climate and the attitude toward knowledge sharing is shown at the value of t-statistic of 4.369. It is significant because it is greater than t-table 2.33 with 99 % of confidence level. The t-test results indicate that there is significant

relationship between organizational climates on the attitude toward knowledge sharing. The correlation coefficient between organizational climate and attitude towards knowledge sharing is 0.322 and has positive value. Based on the results we can conclude that the 2nd hypothesis can be accepted, where there is a significant positive influence between organizational climate and the attitude toward knowledge sharing.

The testing of 3rd hypothesis can be seen from the value of t-statistic 4.751. It is significant at 99 % of confidence level. The test result showed there is significant influence between the attitude toward knowledge sharing and knowledge sharing intention. The correlation coefficient between attitudes toward knowledge sharing and knowledge sharing intention is 0.392 and has positive value. Thus, the 3rd hypothesis can be accepted, where the attitude toward knowledge sharing has a positive effect on knowledge sharing intention.

In the first hypothesis, the organizational climate influence on knowledge sharing intention at significance level of alpha 1%. The acceptance of this hypothesis means that conducive organizational climates will affect the knowledge sharing intention of administrative staffs of UNP. The findings of this study indicate that organizational climate in UNP is in good criteria. Although organizational climate has already in good criteria but it is still needed to be improved. Improving organizational climate will also improve staffs' knowledge sharing intention. These results are supported by previous research conducted by Bock et al (2005) Kwok and Gao (2006), Gaul (2006) and Burgess (2005) who proves that organizational climate affects the knowledge sharing intention. The results of research conducted by Zárraga and Bonache (2003) also have similar findings with Liao (2006), Zárraga and Bonache (2005). Their research suggests that there is a positive relationship between organizational climate with one's knowledge sharing intention.

The second hypothesis proves that organisational climate affects knowledge sharing intention. The acceptance of this hypothesis means that the conducive of organizational climate will influence the attitude of knowledge sharing of the administrative staffs of UNP. The result of this research is supported by a previous study conducted by Bock et al (2005); Kwok and Gao (2006); Gaul (2006) and Burgess (2005) that proves the organizational climate affect the knowledge sharing intention.

The third hypothesis proves that attitude toward knowledge sharing has significant effect on knowledge sharing intention. Acceptance of this hypothesis means that the more positive the attitude toward knowledge sharing the higher knowledge sharing intention. The result of this study is supported by previous research conducted by Bock et al. (2005) which shows that there is a significant positive relationship between one's attitude towards knowledge sharing and one's knowledge sharing intention. Results of the research conducted by Zárraga and Bonache (2003) also have similar findings with Liao (2006), Zárraga and Bonache (2005). The results of this research show that there is a positive relationship between organizational climate and a one's knowledge sharing intention.

4. Conclusion

Based on the results, it can be drawn several conclusions: (1) The organizational climate affects the knowledge sharing intention of administrative staffs of Padang State University. It shows that the more conducive organizational climate the higher knowledge sharing intention; (2) The organizational climate affects the attitude toward knowledge sharing of the administrative staffs of Padang State University. It means, the more conducive organizational climate, the higher attitude towards knowledge sharing; and (3) Attitude toward knowledge sharing affects the knowledge sharing intention of the administrative staffs of Padang State

University. It means, the more positive attitude toward knowledge sharing the higher knowledge sharing intention.

Based on the discussion and conclusions above, the researchers give some suggestions as follows: In general, the leader is expected to able to create conducive organizational climate by encouraging the administrative staffs to cooperate each other, give ideas, and give objective assessment to their subordinates.

References

- Azwar Saifuddin. 2009. *Sikap Manusia, Teori dan Pengukuran*. Yogyakarta: Pustaka Pelajar.
- Bock, Gee Woo, Robert W Zmud, dan Young Gul Kim. 2005. Behavioral Intention Formation In Knowledge Sharing: Examining The Roles of Extrinsic Motivators, Social-Psychological Forces, and Organizational Climate. *MIS Quarterly*. 29(1).
- Burgess Diana. 2005. What Motivates Employees to Transfer Knowledge Outside Their Work Unit?. *Journal of Business Communication*. 42(4).
- Cabrera Elizabeth F and Angel Cabrera. 2005. Fostering Knowledge Sharing Through People Management Practices. *International Journal of Human Resource Management*. 16(5).
- Davis Keith and Newstorm. 2000. *Perilaku Dalam Organisasi*. Edisi ketujuh. Penerbit: Erlangga Jakarta.
- Galia Fabrice. 2006. An Invisible Frontier?. Intrinsic-Extrinsic Motivations and Knowledge Sharing in Firms, *Workshop on Motivation Foundations of Knowledge Sharing*, Copenhagen.
- Gerungan. 2004. *Psikologi Sosial*. Bandung: Refika Ditama.
- Hartono Jogiyanto. 2007. *Sistem Informasi Keperilakuan*. ANDI. Yogyakarta.
- Jacobson C.M. 2006. *Knowledge Sharing between Individuals*, Encyclopedia of Knowledge Management, D.G. Schwartz: 507-514. Idea Group Reference, ISBN 1-59140-573-4. Hershey. USA.
- Jogiyanto H.M. 2005. *Metodologi Penelitian Bisnis: Salah Kaprah, dan Pengalaman-Pengalaman*. BPFE. Yogyakarta.
- Jogiyanto. 2007. *Sistem Informasi Keperilakuan*. Edisi Revisi. Andi. Yogyakarta.
- Kwok Sai Ho and Sheng Gao. 2006. Attitude Toward Knowledge Sharing Behaviour, *Journal of Computer Information System*. Winter 1: 45-51.
- Liao Li Fen. 2006. A Learning Organization Perspective on Knowledge Sharing Behavior and Firm Innovation. *Human Systems Management*. 25.
- Som Hanvanich, Cornelia Droge, Roger J. Calantone. 2003. Reconceptualizing the Meaning and Domain of Marketing Knowledge. *Journal of Knowledge Management*, 7(4). 124-135.
- Toulson P, and Smith M. 1994. The Relationship between Organizational Climate and Employee Perceptions of Personal Management Practice. *Public Personnel Management*. September 1994, 3(3). 23.
- Wirawan. 2007. *Budaya dan Iklim Organisasi*. Teori, Aplikasi dan Penelitian. Salemba Empat, Jakarta.
- Zarraga Celia. 2003. Assessing The Team Environment for Knowledge Sharing: An Empirical Analysis. *International Journal of Human Resource Management*. 14(7). 45.