

KNOWLEDGE SHARING TOOLS IN HIGHER EDUCATION SECTOR OF PAKISTAN: THE ROLE OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AS MEDIATOR

^{1*}Rabia Mian, ²Nadia Nasir

^{1,2}Faculty of Management Sciences, Superior University, Lahore, Pakistan.

*Email: rabiamian62@yahoo.com

ARTICLE INFO	ABSTRACT
<p><i>Article History:</i> Received: 21 May 2019 Revised: 13 Dec 2020 Accepted: 10 Jul 2020 Available Online: 15 Sep 2020</p> <hr/> <p><i>Keywords:</i> Knowledge sharing tools, Trust, job satisfaction, organization commitment, job satisfaction, organizational innovation</p> <hr/> <p><i>JEL Classification:</i> D83, O15</p>	<p>In global era, business and economies are experiencing continuous revision due to lack of knowledge and intangible resources. Now a day, to attain competitive advantage in knowledge based economies, organization is using different techniques to manage employee knowledge. This study examines the impact of knowledge sharing tool on organizational innovation by using mediating role of job satisfaction and organization commitment and to test this relationship through empirical in the context of Pakistan. Convenient sampling technique is used to collect data from the 400 teachers of public universities, through survey questionnaire. Results shows that Knowledge sharing tools have positive impact the organizational innovation. Moreover, the findings also confirm that job satisfaction and organization commitment mediate the relationship among knowledge sharing tools and organizational innovation. Moreover, employee trusts along with organization commitment and job satisfaction encouraging the innovation behavior. This research contributed in theoretical and practical by considering trust as a knowledge sharing tool influence on organization innovation with mediation analysis of job satisfaction and organization commitment. Comparative study may be conducted in future from public and private university.</p>

© 2020 The authors, under a Creative Commons Attribution-Non-Commercial 4.0

1. INTRODUCTION

Now a day, knowledge is important asset and considered to be a essential element of the organization, these organization can be successful in market who can most useful and most authoritative and up to date of human knowledge in the areas of their business (Mansoori et al., 2011). By focusing on knowledge sharing resources organization can achieve competitive advantage which are rare and inimitable (Grant, 1996; Zack et al., 2009). To attain competitive advantage in knowledge based economies, knowledge is to be considered as essential element (Grant, 1996). In prior research widely acceptable that knowledge is strategic asset of the organization (Barney, 1991). Knowledge is to be considered as a crucial component of knowledge based economies to attain sustained competitive advantage (Grant, 1996). Prior research explore that It is widely acceptable that knowledge is the strategic asset of the organization (Barney, 1991). However, organizations are more focused on intangible resource to get competitive advantage over other firms.

2. LITERATURE REVIEW

2.1 Knowledge Sharing Tools

Different knowledge sharing tools reveals that Knowledge management help employees to share their knowledge with organization. Knowledge sharing tools represent different methods among employees with in firm to take use of it when sharing knowledge with in organization and different division between employees (Allen et al, 2007). Cho et al. (2007) claim that different organization place informal and formal knowledge sharing tools but it is difficult to distinction distinguish both of them, because it's depend on context of the organization.

2.2 Trust and Organizational Innovativeness

The concept of the (SET) social exchange theory, if more employee trust in organization, they will exert extra effort for organization expansion and share their knowledge. employees are willing to work hard in organization and expend energy if they trust their owner of the organization. As such organizational employees are perceived a climate of trust; they possessed a more positive behavior to benefit to their organization (Ekvall and Ryhammar, 1999).

Furthermore, on the bases of trust Employees are willing to work hard and expend energy for their organization. Literature support that argument, Barczak, et al. (2010), if employees are working with trust on their organization they will feel no hostile from another employee, they more probable to share the knowledge and create an innovative behavior in organization. Keeping in view of literature following hypothesis has been derivate.

H₁: *Trust is positively related to organizational innovativeness.*

2.3 Relationship of Organizational Innovation: Trust and Organizational Commitment

Different scholars has been defined by the organization commitment in different ways Mowday et al.s (1979) has been adopted from (Al-Meer, 1989). Organization commitment is considered to be relative strength of an individual in specific organization. According to this explanation organization commitment has three components which is; (identification) a strong view in and recognition of the goal and value ; (involvement) A willingness of employee which exert effort for the benefit of the organization (loyalty).In literature of organizational behavior identified that the belief of innovative behavior at work place .(Ramamoorthy et al. , 2005; janssen 2000; Scott and Bruce 1994). Dorenbosch, et al. (2005) explains the innovative behavior as “the voluntary willingness by individual employees to constitute on-the job innovations for example change the way of system, and develop a communication system and product and services . In addition Choo and Lee (2007), the innovation denotes to an employee willingness which may raises the level and productivity of the organization. It is important to developing the innovative potential in employees as it is directly related to the organizational effectiveness. it is critical while focusing on the motivational behavior variable because all these encourage the employees proactivity towards organizational achievement. According to organization perspective that benefits and productivity comes from eligible employees at all level of the management (patchen, 1965). Researchers are agree that employee job features as varieties of skills, goals , task identification , culture and leadership are influenced from innovation. (Parker and Wall 1997; Hackman and Oldham 1980; Sikorska-Simmons 2005; Parker et al. 2001; Lemon and Sihota 2004; Hannah 1995; Gabris, Grenell, Ihrke, and Kaatz 2000).it should be considered , however the most important factor which may raise the innovation in organization is commitment because it cover whole variety of the organizational behavior and characteristics including culture and organizational leadership. In work place employees exhibited a high innovative work behavior when employee supposed that their organization was committed to them (Engen and verhagen, 2005). In other words employees feels empowerment for work place related problem. Therefore, organizational commitment is considered to be a two sided communication between employees and organization which may raise the innovative behavior at work place, because employee conscious goal and intention is an important factor of the which explained by the level of the goal commitment. According to the Hannah (1995) innovation in public sector organization is maximized because their employees have higher level of commitment. From this point of view spirit is an important premises for innovative behavior among public sector employees (Lee and Olshfski, 2002). Researcher argue that commitment leads to the effective organization and willingness supports the productivity improvement of strategies wherever innovation play crucial role (C. C. Williams 2005;Lee 2000 ;Cho and Lee 2007). According to Serva, Fuller, and Mayer (2005) trust directly related to the organization innovation that often escorts risk-taking behavior. Keeping in view of literature following hypothesis has been developed.

H₂: *organizational commitment plays mediating role between trust and innovation.*

H₃: *job satisfaction plays mediating role between trust and innovation.*

2.4 Employee Trust

Researcher posits that employee trust is crucial for orgnizational innovation, labor management team based performance, (Serva, Fuller, and Mayer 2005;Gabris et al. 2000; Holzer and Lee 1999 ; Lawler 1992; Taylor 1989). As such, trust assumes an essential part in establishing frameworks for enhancement of productivity in any organization. However trust is intangible and it's difficult to comprehend (Carnevale and Wechsler, 1992). Moreover , mayer et al., (1995) state trust as “willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party” (712). Trust is based upon the behavior of a individual in order to achieve a desired but uncertain goal in a risky situation (Griffin, 1967).

2.5 Job Satisfaction and Organizational Innovation

In literature wang and Feng (2003) Job satisfaction is most important significant factor of organization behavior, it's a general attitude towards job. The higher the level of job satisfaction of employee in organization the employee will hold positive attitude towards them. . There are positive link between job satisfaction positive work place outcomes which may increase the organization commitment (brown and Peterson , 1993). Prior research indicates that

innovation is different to creativity because application of these component an innovation has to be new unit of adoption (Amabile et al., 1996; Shalley et al., 2004; Anderson et al., 2004).

3. METHODOLOGY

This research uses the survey method questionnaire as an instrument to collect the data from public universities of Lahore, Faisalabad. Using key informant approach, this exploration collects the data from university employees by using the convenience sampling method. Education sector is one of the knowledge based sector where employees are working. Therefore, knowledge sharing tool keep them updated and innovative for sustainable performance of educational institutes. As such knowledge sharing tool also added the value in human capital efficiency of employees. Initially this study distributes 400 questionnaires among university teachers and 350questionnaire were received.

3.1 Instrument

To measure the items of survey instrument were adapted from prior research work to make sure the internal consistency and validity of the instrument. This research adopts Hooff and de Ridder (2004) using 5-point Likert scale which is ranging from 1 to 5, strongly disagree leads to strongly agree. The control variables used in this study are gender, age and experience of health profession which may influence the knowledge sharing tendency among them. This study adapts 9 item of trust from (Washington, 2013; Farhan et al, 2013). Nine item of organization commitment were adapted from (cheema and javed, 2017). Three items of job satisfaction were adapted (kabir, 2011) and items of organizational innovation (Garcia- Morales et al.,2006)

Table 1. Reliability and Validity Analysis

Construct	Items	Loading items	Cronbach alpha	Average variance Extracted
Trust	T1	.74	.917	0.76
	T2	.75		
	T3	.77		
	T4	.83		
	T5	.85		
	T6	.85		
	T7	.79		
	T8	.63		
	T9	.70		
Organizational commitment	OC1	.82	.93	0.805
	OC2	.83		
	OC3	.84		
	OC4	.88		
	OC5	.79		
	OC6	.78		
	OC7	.85		
	OC8	.81		
	OC9	.65		
Job satisfaction	JS1	.71	.727	0.74
	JS2	.86		
	JS3	.83		
Organizational innovation	OI1	.71	.702	0.78
	OI2	.81		
	OI3	.83		

Table -01 show that reliability and validity of the item which is used in measurement model. Cron bach alpha test is used to check the internal reliability of the data which meet minimum threshold 0.70. In table 01 we used the fronell and larcker (1981) typology is used to evaluate the the value of loading items which should be significant not greater than 0.60.however confirmatory factor analysis is used to check the overall model fitness. Using value of loading items to measure the (AVE) average variance extraction .Hence, table 01 represents the cronbach alpha and loading items which shows the measurement of the model establishment of reliability and validity of construct.

Table 2. Inter-correlations among constructs

Variables	Trust	Organization commitment	Job satisfaction	Organization innovation
Trust	0.91			
Organization commitment	.77	0.93		
Job satisfaction	.77	.71	0.72	
Organization innovation	.68	.80	.74	0.70

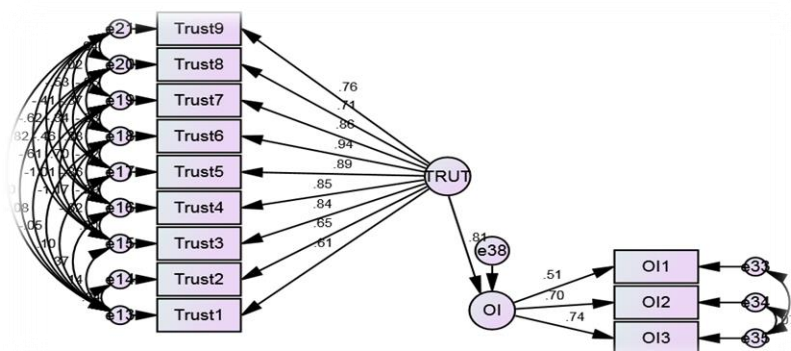
Table 3. Results of CFA for model fitness

Fit Indices	Scores	Standardized Cut-off Value
Absolute Fit Measures		
χ^2/df	4.087	$\leq 2^a; \leq 5^b$
GFI	0.90	$\geq 0.90^a; \geq 0.80^b$
RMSEA	0.075	$< 0.08^a; < 0.10^b$
Incremental Fit Measures		
NFI normed fit indexed	.90	$\geq 0.90^a$
AGFI adjusted good fit	.842	$\geq 0.90^a; \geq 0.80^b$
CFI	.890	$\geq 0.90^a$
Parsimonious Fit Measures		
PGFI	0.562	The more higher value is the better value of PGFI
PNFI	0.626	The more higher value is the better value of PNFI

In order to measure the fitness of the model this research uses the absolute fit measure, incremental fit measure, parsimonious fit measure. The results shows in table 03 the absolute fit measure χ^2/df 4.087 GFI 0.90 RMSEA 0.075 and incremental fit measure NFI .90 AGFI 0.842 CFI.890 Parsimonious Fit Measures PGFI 0.562 PNFI 0.626. Hence this table 03 shows the cut off value which meet the standardized values.

3.2 Structural Model

The result of structural model shows in the figure 01. The standardize path coefficient of structural model represents the relationship among variables. The results indicate the positive relationship between trust and organization innovation. Statistical results highlights the positive impact of knowledge sharing tool of trust is positive $\beta=0.81$ and statistical significant $p<0.001$ thus support the hypothesis 1. Similarly the results of figure 02 supports the Hypothesis H2 and H3 have positive relationship among constructs.

**Fig. 1.** Sem Model

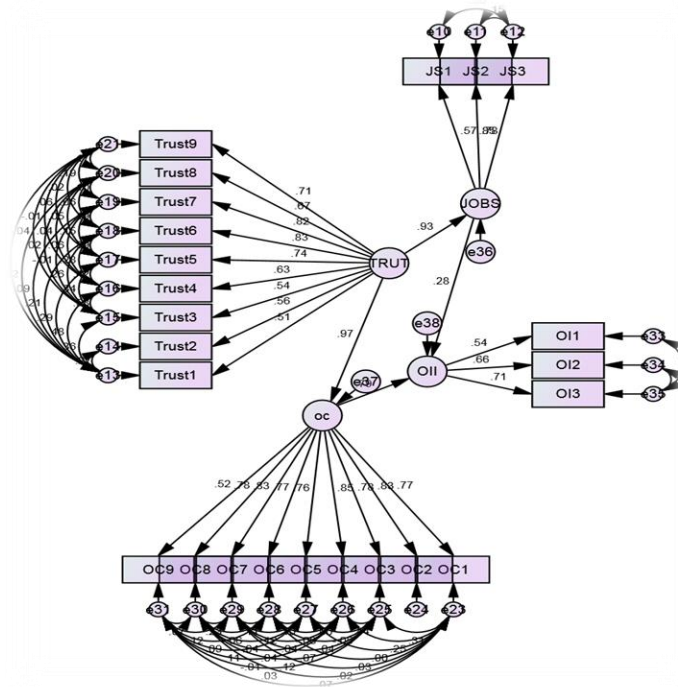


Fig. 2. Sem Model

4. DISCUSSION AND CONCLUSION

This research examines the impact of trust on organizational innovation and job satisfaction and organization commitment act as mediator. The results shows that trust have positive impact on organizational innovation among universities employees. Although Employee trust is a key to enhancing the productivity of the organization which is tested by many researchers (Nyhan 2000; Nachmias 1985; lee 2014; Carnevale and Wechsler 1992). Therefore proposed model shows that dimensions of employee trust encourages to enhancing the job satisfaction and organizational commitment which enhances the level of organization innovation.

5. IMPLICATION AND FUTURE DIRECTION

This empirical research shows the implication in theoretical and at managerial level to advance the literature on impact of knowledge sharing tool (trust) on organization innovation and mediating analysis of job satisfaction and organizational commitment. Meanwhile managerial implication comes from empirical findings which confirm that employees trust related to the organization enhances the job satisfaction and organization commitment which improve the innovative behavior. Prior research conducted on employee trust organization commitment and innovation behavior (lee, 2014). Therefore future research may conduct by using cross sectional and longitudinal research design and comparative study among public and private educational sector. Further, future research may conducted by using another knowledge sharing tools and factors of organization effectiveness.

REFERENCES

- Allen, J., Ramaekers, G., & Van der Velden, R. (2005). Measuring competencies of higher education graduates. *New Directions for institutional research*, 2005(126), 49-59.
- Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *Academy of management journal*, 39(5), 1154-1184.
- Anderson, N., De Dreu, C. K., & Nijstad, B. A. (2004). The routinization of innovation research: A constructively critical review of the state-of-the-science. *Journal of organizational Behavior*, 25(2), 147-173.
- Barczak, G., Lassk, F., & Mulki, J. (2010). Antecedents of team creativity: An examination of team emotional intelligence, team trust and collaborative culture. *Creativity and innovation management*, 19(4), 332-345.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120.

- Bashir, H., Namagembe, S., Nangoli, S., Ntayi, J. M., & Ngoma, M. (2013). Performance of National Agricultural Advisory Services projects in Uganda: Does stakeholder commitment matter?. *World Journal of Entrepreneurship, Management and Sustainable Development*, 9(2/3), 155-167.
- Brown, S. P., & Peterson, R. A. (1993). Antecedents and consequences of salesperson job satisfaction: Meta-analysis and assessment of causal effects. *Journal of Marketing Research (JMR)*, 30(1).
- Carnevale, D. G., and Wechsler, B. 1992. Trust in the public sector. *Administration & Society* 23: 471- 94.
- Cho, N., zheng Li, G., & Su, C. J. (2007). An empirical study on the effect of individual factors on knowledge sharing by knowledge type. *Journal of Global Business & Technology*, 3(2).
- Dorenbosch, L., Engen, M. L. V., & Verhagen, M. (2005). On-the-job innovation: the impact of job design and human resource management through production ownership. *Creativity and innovation management*, 14(2), 129-141.
- Ekvall, G., & Ryhammar, L. (1999). The creative climate: Its determinants and effects at a Swedish university. *Creativity research journal*, 12(4), 303-310.
- Gabris, G. T., Grenell, K., Ihrke, D. M., & Kaatz, J. (2000). Managerial innovation at the local level: Some effects of administrative leadership and governing board behavior. *Public Productivity & Management Review*, 486-494.
- Giffin, K. (1967). The contribution of studies of source credibility to a theory of interpersonal trust in the communication process. *Psychological bulletin*, 68(2), 104.
- Holzer, M., & Lee, S. H. (1999). Labor-Management Tension and Partnership: Where are we? What should we do?. *International Review of Public Administration*, 4(2), 33-44.
- Lawler III, E. E. (1992). The ultimate advantage: Creating the high-involvement organization.
- Lee, S. H. (2008). The effect of employee trust and commitment on innovative behavior in the public sector: An empirical study. *International Review of Public Administration*, 13(1), 27-46.
- Lee, S. H., & Olshfski, D. (2002). Employee commitment and firefighters: It's my job. *Public Administration Review*, 62, 108-114.
- Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of management review*, 20(3), 709-734.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). Employee-organization linkage. *The psychology of commitment absenteeism, and turn over*_ Academic Press Inc. London.
- Oldham, G. R., & Hackman, J. R. (1981). Relationships between organizational structure and employee reactions: Comparing alternative frameworks. *Administrative science quarterly*, 66-83.
- Parker, S. K., Wall, T. D., & Cordery, J. L. (2001). Future work design research and practice: Towards an elaborated model of work design. *Journal of occupational and organizational psychology*, 74(4), 413-440.
- Parker, S. K., Wall, T. D., & Jackson, P. R. (1997). "That's not my job": Developing flexible employee work orientations. *Academy of management journal*, 40(4), 899-929.
- Patchen, M. Some questionnaire measures of employee motivation and morale. Ann Arbor, MI: Institute for Social Research, University of Michigan, 1965.
- Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of management journal*, 37(3), 580-607
- Serva, M. A., Fuller, M. A., & Mayer, R. C. (2005). The reciprocal nature of trust: A longitudinal study of interacting teams. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 26(6), 625-648.
- Shalley, C. E., Zhou, J., & Oldham, G. R. (2004). The effects of personal and contextual characteristics on creativity: Where should we go from here?. *Journal of management*, 30(6), 933-958.
- Sikorska-Simmons, E. (2005). Predictors of organizational commitment among staff in assisted living. *The Gerontologist*, 45(2), 196-205.
- Taylor, R. G. (1989). The role of trust in labor-management relations. *Organization Development Journal*, 7(2), 85-89
- WANG, H. M., & FENG, W. W. (2003). Review on Employee JOB Satisfaction [J]. *Commercial Research*, 9, 013.
- Williams, C. C. (2005). Trust diffusion: The effect of interpersonal trust on structure, function, and organizational transparency. *Business & Society*, 44(3), 357-368.