

The impact of organizational climate and empowering leadership on knowledge sharing (Case Study: Rasht Justice)

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Abstract: The aim of this study was to examine the impact of team atmosphere and empowering leadership on knowledge sharing attitudes and behaviors of knowledge sharing is Gilan Province Court. Collection survey questionnaire consisting of 30 questions is now. Cochran's formula was used to determine the required sample of 130 cases was selected as sample. In order to investigate the structure of the model, confirmatory factor analysis and structural equation modeling technique was used to test the hypotheses. Results of the analysis showed that all hypotheses are confirmed. The changing climate of teamwork and leadership enabler 0.67 and 0.48 percent respectively in the positive and significant impact on knowledge sharing attitude. The behavior of these two variables on knowledge sharing Meyer 0.37 and 0.53 percent respectively in the positive and significant impact. Changing attitudes toward knowledge sharing will also affect knowledge sharing behavior variable rate of 0.43 percent. The fit indices indicated a good fit of the data collected by the survey.

Key words: team atmosphere, empowering leadership, Knowledge sharing, Knowledge sharing behavior, knowledge sharing attitude.

Introduction

Knowledge share is as a complicated activity but value creating, fundamental and basis of many strategies of organization's knowledge management. Therefore it is necessary that to the same degree that this subject is effective at success of organization for creating competitive excellence, we can act identification and omission and limiting its barriers in the direction of creating more proper field for sharing knowledge. In recent years increasing growth in the field of paying attention to the knowledge sharing by researchers and managers of organizations in the world and in Iran especially in the direction of using the best methods of Best practices. The reason of this attention is that acquiring competitive excellence and achieving many success by organizations has estimated in applying knowledge resulted from the process of knowledge management that activities and inventions of knowledge share has been in the field of organizational and personal learning its main factor.

Many people believe that knowledge share is one strategy of applying key competence and acquiring competitive excellence. People by sharing knowledge can achieve result higher than their personal result. Knowledge share has got importance to the degree that many people accepted that success of knowledge management depend on effective share of knowledge and share of knowledge is the most important part of knowledge management. However in practice inadequate share is a great barrier for knowledge management. Nowadays in different countries such as Iran, managers are eager to creating systems of knowledge management in organizations with the aim of benefiting its useful result. One of the most important and common processes in different structures introduced for knowledge management is knowledge share and motivation of people for knowledge share in organizations is one important priorities of authorities of knowledge management in the world(Keshavarzi, 2007). One main goal of managers in using knowledge management in organizations is improvement of sharing knowledge between people in organizations and also between people and organizations for creating competition. Sharing effective knowledge leads to decrease of cost in producing knowledge and guaranteeing publication has been the best working method inside an organization and enables organization to solve their problems. Sharing knowledge is as a complicated activity but value creating and foundation and basis of many strategies of knowledge management of organizations (Riag, 2011). Nowadays using teams has increased everywhere especially in organizations. People who presented in powerful teams work with each other's and integrate their skills for confronting with their problems, knowledge and skills. Therefore deep perception of the way of sharing knowledge in teams and identification of its effective factors is proper.

Research literature

Knowledge is a key factor and strategic resource for acquiring assets and organizational intangible capabilities that can leads to more growth, value creating and competitive excellence (Qoa & Xing, 2012). People create share and apply knowledge. Therefore for benefiting knowledge they should have tendency and ability of sharing their knowledge and attracting others knowledge (Rahan et al, Rahan et al).

In this research knowledge share is considered under the effect of two factors of atmosphere of team and powerful leadership. Firstly atmosphere of team points atmosphere ruling team that forms perceptions, attitudes and behaviors of people (Holeshgar et al, 2009) and has been identified as one of the most important resources f social penetration that forms behavior of people in the environment. Secondly previous research has manifested the function of leadership in knowledge management (Wang & nova, 2010). Therefore regarding the importance of the subject the goal of this research is considering the effect of atmosphere of team and powerful leadership in sharing knowledge of people in court of Guilan.

Available literature shows that atmosphere of team has compound structure including cohesion, reliance and innovation (Nograhani, 2012). Cohesion points out perception of the sense of being together. Cohesion can be considered as psychological forces that connect people together (Chang, 2011). When people of a team have cohesion together and perceive sense of being together help each other and therefore share their knowledge with each other. Reliance is a key factor because plans of empowering staff without existence of reliance are sentenced to failure. The first step for transferring knowledge and information throughout organization is existence of high intraorganizational reliance (alvani, et al, 2011). Innovation in a team points to the limit that change and creativity is done in encouragement and reward. Innovators teams emphasize learning, open flow of information and reasonable risk-taking. Members of innovator teams accept innovation and support innovating creation of their counterparts and knowledge share in such team is done easier (Rashed et al, 2010). In this research cohesion, reliance and innovation is considered as three dimensions constituting atmosphere of team.

Knowledge share in a team doesn't happen automatically. Leader of a team plays important function in knowledge share (Wand and Nova, 2010). In this research powerful leadership is considered as a necessary factor for sharing knowledge of people. Haos Dasler introduces the supporting leader as the person who provides leading directions for followers behave with them fairly and knows value of their data. Therefore members of a team receive confirmation by powerful leader for distributing ideas and information and this motivation is made that share their unique knowledge with each other (Hoan, 2009).

Based on intellectual behavior has been defined as positive and negative emotions in relationship with doing knowledge share. Attitude has features that the most important one is that it affects behavior positively or negatively. In this research for explaining real behavior f people, direct relationship of attitude and behavior is considered. The greatest challenge is in knowledge share of desires (attitude). The aim is that negative attitude reduces the possibility of knowledge share.

Regarding the result of previous studies and introduced theoretic literature, conceptual pattern of current study is consist of 5 hypotheses in the form of conceptual pattern of research that has been presented in the following. As it was mentioned in analytic model variables of atmosphere of team and powerful leadership are exogenous latent variable and variables of attitude and behavior of knowledge share are endogenous latent variables and in another direction we can consider variables of atmosphere of team and powerful leadership as independent variable and variable of attitude as intermediate variables and variable of behavior of knowledge share as dependent variable.

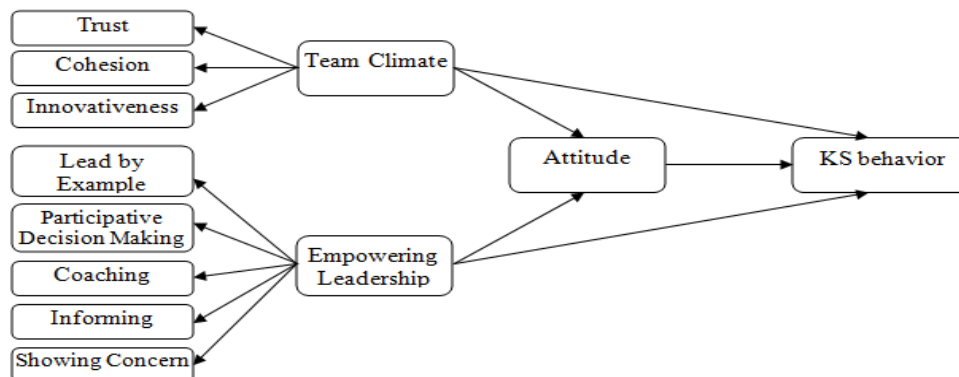


Figure 1: Conceptual model of research (Xue et al, 2011)

H1: powerful leadership and organizational atmosphere have positive and meaningful effect on knowledge share of staff.

H1-1: team Climate has positive and meaningful effect on attitude of knowledge share.

H1-2: team Climate has positive and meaningful effect on sharing knowledge.

H1-3: Empowering Leadership has positive and meaningful effect on attitude of sharing knowledge.

H1-4: Empowering Leadership has positive and meaningful effect on behavior of sharing knowledge.

H1-5: attitude has positive and meaningful effect on behavior of sharing knowledge.

3-Methodology

Since current research studies features and attributes of people of the society and considers current situation of the society in the form of some attribute or variable this research is descriptive-surveying. Statistical society of current research is all staff of court of Rasht city that is 400 people. Sampling in current research was done through simple random sampling and by using Cochran formula 130 samples were estimated. For data collection a questionnaire having 30 questions was used that its reliability was calculated 0.912. For considering and testing hypothesis structural equation model method was used.

4-Research finding

In table1 information between variables has been shown by distinct methods that firstly regarding t-statistic meaningfulness of direction is considered and after that the degree of effectiveness of variables is evaluated.

Path		(β)	T
team Climate	to attitude	0.67	4.66
Empowering Leadership	to attitude	0.48	2.94
Team Climate	to KS Behavior	0.37	2.05
Empowering Leadership	to KS Behavior	0.53	3.44
Attitude	to KS Behavior	0.43	2.78

5- Conclusion and suggestion

This paper considers effect of team-oriented factors in attitude and behavior of sharing knowledge of people that helps researches based on team theoretically and practically. Our research makes clear the importance of team atmosphere and powerful leadership in attitude and behavior of sharing people's knowledge. Previous researches have considered just the effect of one of these two factors independent from other factors. This study integrated these two viewpoints (social environment of team and importance of team's leadership). Also this research showed us that effects of these two factors complete each other's and can lead to the behavior of sharing knowledge of people by growing attitude of sharing people's knowledge.

In our research model we denoted that atmosphere of team and powerful leadership affects behavior of sharing people's knowledge directly and indirectly. It increases knowledge share through affecting attitude and directly increases knowledge share through social pressures resulted from team atmosphere or facilitating conditions by powerful leader. After analyzing data it was distinguished that team atmosphere and powerful leadership causes behavior of sharing knowledge directly and indirectly.

These findings develop available literature in relation with knowledge share. For example Back et al (2005) found that team atmosphere by affecting attitude affect knowledge share. However they paid attention to the intentions and didn't tested behavior of sharing knowledge.

Bartol and Sirvastav(2006), manifested direct relationship between powerful leadership and behavior of sharing knowledge but our research approved this relationship by attitude that is indirectly. Therefore our research integrates previous separated findings and develops our perception of activeness of knowledge share in a team. Regarding the points that was mentioned we can suggest priorities that Guilan court should pay attention to affect knowledge share among its staff positively based on factor analysis devoted to each question:

Authorities and manages of Guilan court regarding high effect that team atmosphere has on knowledge share among staff, should make culture of team work pervasive through actions such as education of team work and identification o benefits of working in teams and in this way improve attitude of staff to sharing knowledge and information and reach behaviors accompanied by knowledge share in Guilan Court. It is advised authorities provides fields that team reliance and team solidarity increases and team adhesiveness increases. These conditions cause 'staff shares their knowledge and information with other members of the team.

The point that a team can encourages staff to presenting idea and new viewpoints and puts staff in condition to be encouraged to apply new method for solving problems and their duties improves attitude of their college in a team

and creates an atmosphere in which knowledge is absorbed, distributed and organized. Therefore it is suggested to facilitate conditions of sharing knowledge among staff through strengthening innovative atmosphere in people.

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