

Analysis of the Relationship between Knowledge Sharing Climate and Team Organizational Citizenship Behavior in the Hospitality Sector of Punjab, Pakistan

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Abstract: The study investigates the relationship between knowledge sharing climate (KSC) and team organizational citizenship behavior, along with its elements, as well as courtesy, conscientiousness, civic virtue, sportsmanship, and altruism in the hospitality sector of Punjab, Pakistan. It also analyzes the impact of Knowledge Sharing Climate on OCB. This study is quantitative in nature, comprising a sample of 364 employees of the hospitality sector of Punjab, Pakistan. The SPSS software was used to analyze the data, which was collected by self-administering through an authenticated questionnaire. The statistical methodology used in the study consists of descriptive measures, Pearson Correlation Analysis, along with tests of significance. This research makes a greater contribution in explaining the relationship between knowledge sharing climate and team OCB in the hospitality sector, as very few studies were found in the literature. Study results significantly support the relationship and motivate the organization's employees to develop a knowledge-based environment within the organization to grow the business through team OCB. The study results showed that the knowledge sharing climate is significantly positively correlated with the team's organizational citizenship behavior. The p-value is 0.000 with a Pearson correlation coefficient of also 0.184. The finding shows that the improvement of a knowledge-sharing climate in an institute increases the employees' positive and constructive behavior in the organization, which leads to organizational growth.

Key Words: Knowledge, Climate, Team, Organizational Citizenship Behavior, Pearson Correlation, Hospitality

Introduction

Human capital is an important factor in the business sector. The human capital is just because of knowledge; otherwise, humans are just social animals. It is knowledge that shapes human behavior. At any stage, the importance of knowledge cannot be denied in human capital development. From the very beginning of human life, knowledge and human behavior are closely linked to developing acceptable human behavior.

According to Jalili and Salempour (2019) an organization's competitive advantage is largely determined by its knowledge. Knowledge management involves communication, sharing ideas, and conducting market research to manage the valuable assets of organizations. Knowledge sharing positively contributes to the organizational capability, contributes a lot, and is beneficial for the organization.

Islam et. al. (2012) stated that it is significantly important for all aspects of business, like production, marketing, human resource management, and finance, etc. Knowledge always shapes the attitudes and behaviors of the employees in the organization and becomes the source of OCB. Similarly, in the organizational setup, organizational citizenship behaviors (OCB) also support individual knowledge sharing. Supomo (2024) narrated that knowledge sharing, work stress, and motivation are significant factors of employees' performance, while knowledge sharing is supported by a positive organizational culture. Organizations need to develop a contribute environment for the employees so that they can encourage a knowledge-sharing climate in order to improve their performance.

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According to Mutahar and Farea (2024) that a strong relationship exists between organizational citizenship behavior and organizational commitment in the Malaysian universities' academic staff. Both organizational citizenship behavior and organizational commitment significantly influence the knowledge-sharing environment in the academic staff. There is a dire need to create a knowledge-sharing climate in organizations to improve growth and development. The sharing of knowledge about organizational norms, values, working principles, and professional ethics is very significant for the newly recruited employees to introduce and develop socialization programs. This socialization program enhances their personal confidence, characteristics, and experiences, by which the newly recruited employees feel more certainty about their job. Knowledge sharing proved to be a positive factor for organizational growth by facilitating the process of organizational socialization.

Nelwan and Lengkong (2024) describe that the role of knowledge sharing as a mediating variable was analyzed in the relationship of transformational leadership, innovative work behavior, organizational citizenship behavior, and work involvement. Transformational leadership, organizational citizenship behavior, and work involvement have a significant impact on innovative work behavior, but knowledge sharing as a mediator has no significant impact on all relations. Sirait et al. (2024) state that for creativity and innovation, employees need to work collectively and transform the knowledge obtained from personal experiences with each other. Employees who easily access the required knowledge show more creative organizational citizenship behavior in comparison to other employees.

According to Akturan and Çekmecelioğlu (2016) that knowledge sharing is one of the important aspects of knowledge management, and it consists of the exchange of knowledge and ideas with other employees in the organization. Knowledge management involves the process of creating, accessing, modifying, storing, using, sharing, transforming, transferring, and disposing of knowledge in the organizational setup. Knowledge sharing is one of the important consequences of organizational citizenship behavior. Mogotsi (2009) and Lin (2008) have explained that there is a direct association between knowledge sharing and Team OCB. In recent times, organizations are becoming knowledge-intensive and focusing on capturing minds instead of hands. Lin (2008) promoted the coordination and knowledge-sharing behavior among the co-workers in any institute.

The following research aimed to inspect the relationship between knowledge sharing and organizational citizenship behaviors because there have been a few attempts to examine this type of relationship in organizational setups and especially in the hospitality sector of Punjab, Pakistan.

Literature Review

Knowledge Sharing Climate

The development of knowledge is a key factor in motivating individuals in the global community. The importance of a skilled and knowledgeable workforce in an organization's performance is significant. Additionally, it is encouraged and promoted to enhance information flow by encouraging collaboration and teamwork among employees. According to Ibrahim et al. (2021) stated that nowadays, it has become important for organizations to implement a knowledge base system to grow. The purpose of the study to examine the connection between Team OCB and knowledge-sharing Climate. Demirel et al. (2011) describes that to develop a good organizational citizenship behavior, it is necessary to build and promote such a climate that is based on good communication, trust, and knowledge sharing in the organization. Organizational citizenship behavior is influenced by how employees perceive knowledge sharing. This perception could be positive or negative. The positive perception has a positive impact on the organization and is also beneficial.

Lin (2007) states that the knowledge sharing climate can be defined as "socially exchanging the ideas, experience, and knowledge between the fellows across all branches within the organization". Lee et al. (2016) narrated that the climate of any organization provides the guideline to their employees' cooperative and mutual knowledge sharing, which can also enhance the learning of any organization.

Sakti et al. (2020) and Rugian et al. (2017) stated that the knowledge sharing climate is a skill that involves the sharing of knowledge, information between coworkers, as well as getting knowledge and information from others, and the core concept is the sharing of knowledge via interpersonal communication. Knowledge sharing is an activity in knowledge management that involves sharing information, experiences, techniques, skills, and ideas with organizations, agencies, companies, and colleagues. Sakti et al. (2020) and Rugian et al. (2017) narrated that knowledge sharing is a climate of collective interface that supports coworkers to transfer knowledge to any group; this creates a collective basis for the need for teamwork.

Organizational Citizenship Behaviour

According to Trimisat et al. (2020); and Verianto et al. (2018), has defined the concept of organizational citizenship behavior. It is not something that should be completed by one in an organization because it is supplementary work to perform by the workforce. Their work is not limited to their job description. Organizational citizenship behavior results in a more valued and better-off workforce within the organization or institution. The extra work behaviour of the workforce/employees that shows a good attitude for institutional enhancement, so these kinds of workforces are essential to any institute, as they are more productive for the organization than other employees.

The statement made by Trimisat et al. (2020), Yasa et al. (2021), Yuhista et al. (2017), and Verianto et al. (2018), Organizational Citizenship Behavior refers to the character of people that is voluntary and not openly protected by the proper incentive method. Organizational procedures become more competent and efficient as a result of this conduct. The performance is voluntary and completed at one's own pleasure, as it is not mandated by job specifications or the official indenture with the institute, but instead is a choice made by the individual. This explanation illuminates that activities focused on individual stimulus follow elsewhere formal responsibilities, are not linked directly to the reward framework, and enhance the overall effectiveness of the organization.

Hypotheses Development

Acknowledging the sub-constructs of OCB is vital in attaining full consideration of the relationship between OCB and KSC. In 1988, Organ introduced five components of OCB, and they are very valuable for OCB education. The findings can be used to develop hypotheses for this OCB dimension.

Knowledge sharing has a favorable and significant impact on Organizational Citizenship Behavior (OCB), according to studies by Trimisat and colleagues (2020); Verianto et al. (2018). According to a different study by Yuhista et al. (2017) and Yasa et al. (2021), knowledge sharing, LMX, and OCB are positively correlated with nurse work engagement and performance. According to studies by Yuhista et al. (2017) and Yasa et al. (2021), knowledge sharing, LMX, and nurse involvement all have a favorable correlation with OCB, as does affective commitment.

Hypothesis 1 (H1): *Knowledge sharing has a positive effect on team organizational citizenship behavior (OCB).*

In the workplace, Team OCB emphasizes skills like sincerity, punctuality, honesty, and reliability (Shukia & Singh, 2013). Since people with these characteristics follow closely to organizational policies and procedures (Organ, 1988), we would expect highly conscientious people to recognize this and readily share their knowledge, if it is a requirement of these policies (Farh et al., 2004). It has been proposed that conscientiousness, even in the absence of personal benefits, can influence knowledge sharing.

It is proposed that conscientiousness, even in the absence of high conscientiousness, makes conscientious workers more likely to share their expertise, according to Lin (2008). This conclusion is supported by comparable studies carried out at three different Indian colleges (Ramasamy & Thamaraiselvan, 2011). Therefore, it is hypothesized that conscientiousness is linked to knowledge sharing. Based on the findings mentioned, there is a hypothesis that can be drawn for this component.

Hypothesis 2 (H2): *Conscientiousness (Team Organizational Citizenship Behavior OCB) has a positive impact on Knowledge Sharing Climate*

According to Organ (1988), sportsmanship is defined by actions that prioritize the right over the wrong. The workforce that exhibits sportsmanship is not content with slight workplace problems and aims to progress without expressing complaints. Shukla and Singh (2013) stated that they have a strong desire to focus their attention on the constructive facets. Sportsmanship is displayed by someone at a high level; they are likely supportive team members who are eager to communicate their knowledge with their fellows (Lin, 2008). Sportsmanship can encourage workers to share their expertise to improve challenging situations for the purpose of achieving success for their team or organization (Ramasamy & Thamaraiselvan, 2011). From the previous debates, the following hypothesis can be drawn.

Hypothesis 3 (H3): *Sportsmanship (Team Organizational Citizenship Behavior, OCB) has a positive impact on Knowledge Sharing Climate.*

Civic virtue is an element of organizational citizenship behavior (OCB), which involves actively participating in institutional procedures and practices and in access to basic job requirements (Lin, 2008). The essential characteristics are meeting job requirements and staying informed about changes within the organization (Organ, 1988). A higher level of civic virtue usually leads to enhanced knowledge sharing (Ramasamy and Thamaraiselvan, 2011) because knowledge sharing involves creating and spreading ideas and experiences. From the previous debates, the following hypothesis can be drawn.

Hypothesis 4 (H4): Civic Virtue (Team Organizational Citizenship Behavior, OCB) has a positive impact on Knowledge Sharing Climate

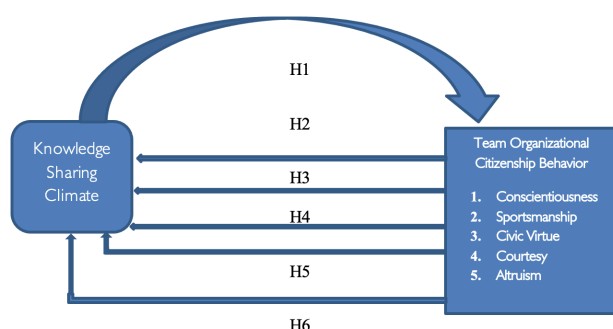
Organ stated that courtesy is another part of Organizational Citizenship Behavior (OCB), which covers actions such as being attentive to the effects and significances of one's performance on others and striving to stay away from creating problems for them (1988). Demonstrating courtesy necessitates respecting the rights of coworkers in the workplace (Shukla & Singh, 2013). Lin (2008) claimed that courtesy has an impact on the sharing of knowledge, and previous studies have validated a positive connection between courtesy and knowledge sharing behavior (KSB). Based on these discussions, the following hypothesis is derived.

Hypothesis 5 (H5): *Courtesy (Team Organizational Citizenship Behavior OCB) has a positive impact on Knowledge Sharing Climate*

Altruism is a part of Organizational Citizenship Behavior (OCB), which involves discretionary behaviors designed to assist one person with an organizationally relevant task or problem. Shukla and Singh (2013) show a selfless concern for the welfare of others. In this context, knowledge sharing is seen as an altruistic act as it enables others to perform their tasks more productively and assists new personnel in adapting to their roles or environment (Lin, 2008). Hsu and Lin (2008) also pointed out that altruism involves sharing knowledge with passion.

Hypothesis 6 (H6): Altruism (Team Organizational Citizenship Behavior OCB) has a positive impact on Knowledge Sharing Climate

Conceptual Model



Data and Methodology

Questionnaire

The present study is based on primary data. The data was collected by self-developed, validated questionnaires. The 5-point rating scale, like strongly agree to strongly disagree was used in the questionnaires for data collection in this study. The score 5 was coded for the strong agree response, and score 1 for the strong disagree response. This article is based on two variables, i.e., Knowledge sharing climate and team organizational citizenship behavior. The variable knowledge sharing climate consisted of 10 items, and team organizational citizenship behavior consisted of 24 items with five constructs. The constructs of team organizational citizenship behavior are altruism, civic virtue, courtesy, conscientiousness, and sportsmanship. Each construct consisted of specific validated items.

Population

The population that is targeted in this study is the management team of the hospitality sector of Pakistan. Primary data was collected from the management team through a self-developed questionnaire. The data was collected from 364 respondents on a rating scale. The codes were assigned to the responses as mentioned above, from highest 5 to lowest 1 against strongly agree to strongly disagree, respectively.

Data Analysis Methodology

Data was analyzed using SPSS software. The score was calculated against each variable. For various constructs of team organizational citizenship behavior, scores are calculated separately. The overall score of team organizational citizenship behavior was also calculated. For each variable and its constructs, the descriptive statistics and histogram were constructed. Pearson's correlations were obtained among the variables and their constructs. Student t-test was used to analyze the significance of correlations. Based on the results, the objective hypothesis was tested.

Results and Discussion

Reliability Analysis

In data analysis, the initial step is to check the reliability of the tool. In this section, the tool as well as data reliability has been checked by Cronbach's alpha statistics with the help of SPSS. The reliability has been checked for overall data, for the construct/variable, and for each subsection of the construct/variable. The reliability statistics of each section have been reported in the tables below:

Knowledge Sharing Climate: The reliability statistic for the Knowledge Sharing Climate is 0.618 for 10 items. The highest value showed that the whole dataset is highly reliable for analysis.

Team Organizational Citizenship Behavior: The reliability statistic for Team Organizational Citizenship Behavior is 0.672 for 24 items. The highest value showed that the whole dataset is highly reliable for analysis.

Team Organizational Citizenship Behavior (Consciousness): The reliability statistic for Team Organizational Citizenship Behavior (Consciousness) is 0.718 for 05 items. The highest value showed that the whole dataset is highly reliable for analysis.

Team Organizational Citizenship Behavior (Sportsmanship): The reliability statistic for Team Organizational Citizenship Behavior (Sportsmanship) is 0.793 for 05 items. The highest value showed that the whole dataset is highly reliable for analysis.

Team Organizational Citizenship Behavior (Civic Virtue): The reliability statistic for Team Organizational Citizenship Behavior (Civic Virtue) is 0.747 for 04 items. The highest value showed that the whole dataset is highly reliable for analysis.

Team Organizational Citizenship Behavior (Courtesy): The reliability statistic for Team Organizational Citizenship Behavior (Courtesy) is 0.729 for 04 items. The highest value showed that the whole dataset is highly reliable for analysis.

Team Organizational Citizenship Behavior (Altruism): The reliability statistic for Team Organizational Citizenship Behavior (Altruism) is 0.774 for 06 items. The highest value showed that the whole data is highly reliable for analysis.

Relationship between KSC and TOCB: In our study Knowledge sharing climate is independent Variable and Team Organizational Citizenship Behavior is dependent variable. So it is important to analyze their relationship. From correlation matrix, we observe that there is significant relationship between these two as the value of correlation is 0.184 with significant value 0.000.

Descriptive Analysis

Descriptive analysis has been divided into two parts, i.e., descriptive statistics and histograms

Descriptive Statistics

Data has been analyzed through SPSS, and the results have been given and discussed below. Descriptive statistics from the sample of 364 respondents consist of minimum value, maximum value, mean, standard deviation, and standard error of mean.

Table 01

Descriptive Statistics

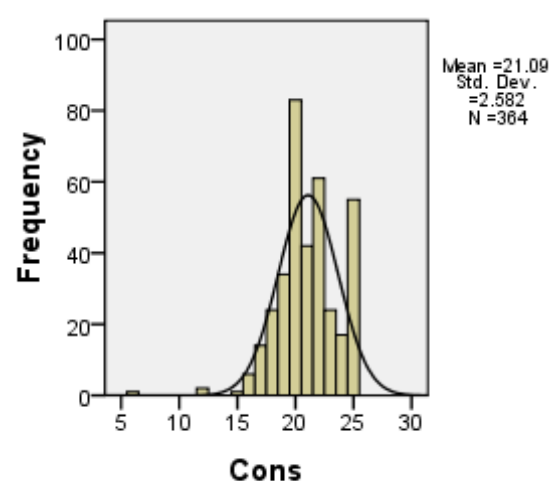
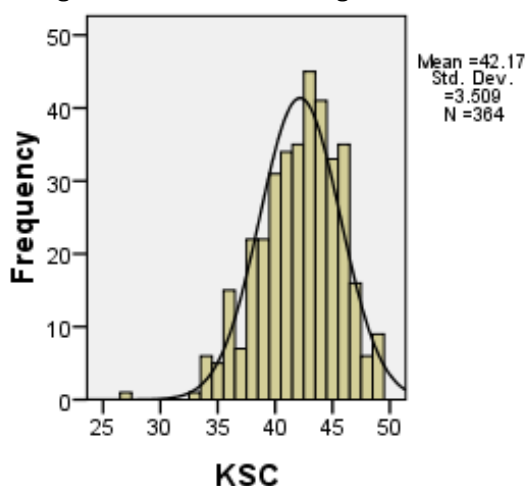
Variables	No. of Items	Min.	Max.	Mean	Standard Deviation	Standard Error
Knowledge Sharing Climate	10	27	49	42.17	3.509	0.184
Conscientiousness	5	6	25	21.09	2.582	0.135
Sportsmanship	5	7	25	19.63	3.643	0.191
Civic virtue	4	5	20	16.00	2.899	0.152
Courtesy	4	6	20	16.58	2.518	0.132
Altruism	6	8	30	24.26	3.903	0.205
Team OCB	24	61	115	97.55	7.435	0.390

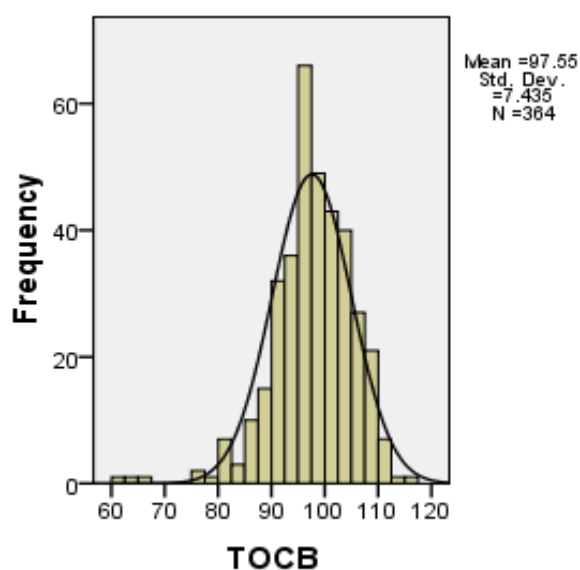
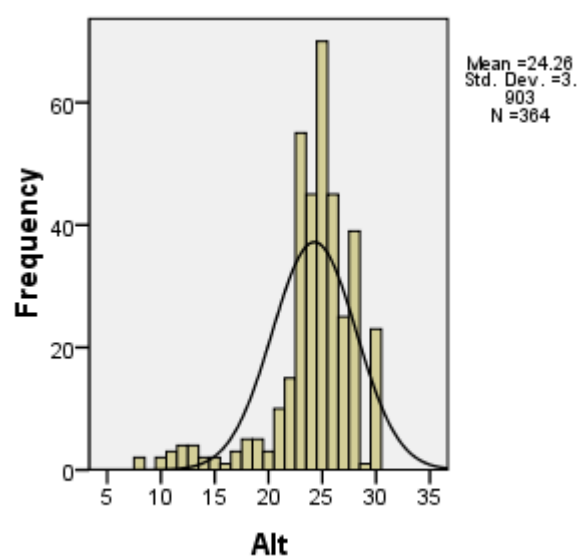
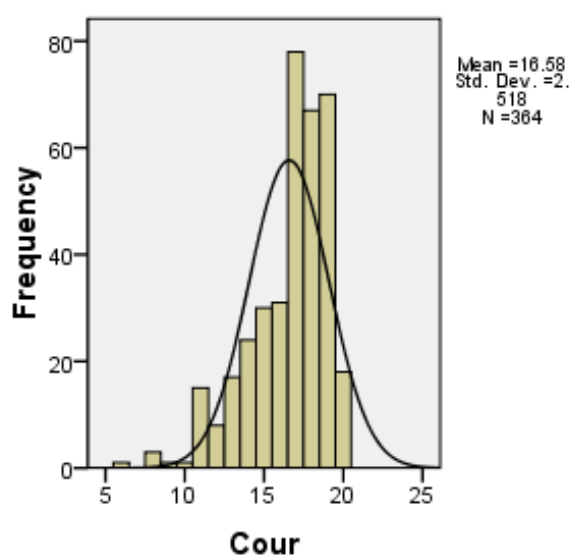
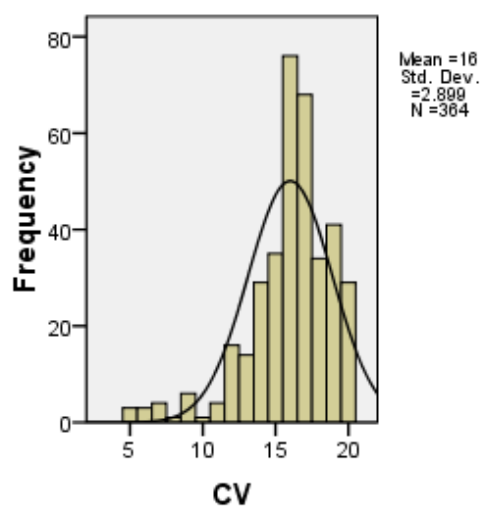
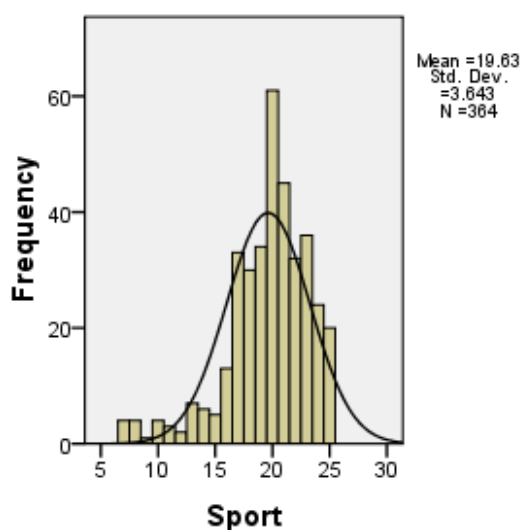
Discussion

Means of all variables lie between the ranges of variables that show the respondents' behavior is normal towards the study concerns. The value of the standard error of the mean for all variables is reasonably small, which shows the reliability of the mean even if the variation in the responses of the variable is somewhat high.

Histograms

Histograms of all variables are given below





Discussion

The histogram of all variables shows that the variables are normal, as the normal curve shows normal behavior. The normality of variables also shows that the respondents' behavior is normal towards the study concerns. Respondents' opinions are indifferent about the favor and against the study.

Inferential Analysis

Inferential analysis consists of correlations and their significance. The following Table 2 shows the correlation matrix along with significance values.

Table 2

Pearson's Correlation Matrix

	KSC.	Con.	Spo.	CV.	Cour.	Atl.	TOCB
KSC.	1						
Con.	0.089 (0.089)	1					
Spo.	0.267** (0.000)	0.087 (0.096)	1				
CV.	0.018 (0.735)	-0.157** (0.003)	-0.111 (0.035)	1			
Cour.	0.053 (0.315)	-0.022 (0.678)	-0.105 (0.045)	0.042 (0.428)	1		
Atl.	-0.004 (0.935)	0.257** (0.000)	0.048 (0.357)	-0.045 (0.393)	0.209** (0.000)	1	
TOCB.	0.184** (0.000)	0.466** (0.000)	0.467** (0.000)	0.272** (0.000)	0.406** (0.000)	0.698** (0.000)	1

- ▶ (*) shows significance at 1 % significance level
- ▶ (**) shows highly significant correlations
- ▶ KSC_ Knowledge Sharing Climate
- ▶ Con_ Conscientiousness
- ▶ So_ Sportsmanship
- ▶ CV_ Civic virtue
- ▶ Four_ Courtesy
- ▶ Alt_ Altruism
- ▶ TOCB_ Team Organization Citizenship Behavior

Discussion

From the above correlation matrix, it has been observed that the knowledge sharing climate is significantly correlated with the team organizational citizenship behavior, with a correlation coefficient value of 0.184 and a significance of 0.000. This significance value shows that a relationship exists between the two. The results of the correlation matrix also show that the knowledge sharing climate is also significantly correlated with the different constructs of team organizational citizenship, i.e., Sportsmanship is uncorrelated with conscientiousness, civic virtue, courtesy, and altruism. Some of the relationships among constructs of TOCB are negative

Future Recommendations

In this article, focus has been made on the relationship between knowledge sharing climate (KSC) and team organizational citizenship behavior. Similar studies can be conducted to analyze the relationship of knowledge sharing climate with other business-related variables like leadership, management, work attitude, job stress, etc. Mediating the role of knowledge sharing climate can also be analyzed on various types of relationships. In business research, the variables knowledge sharing climate (KSC) and team organizational citizenship behavior (TOCB) can be tested against correlated variables.

Conclusion

The study about the relationship between knowledge sharing climate and team organizational citizenship behavior concluded that a significant relationship exists between the two without the involvement of other factors. The correlation coefficient between two variables is 0.184 with a p-value of 0.000. From the study findings, it can be concluded that if the respondents increase and share their knowledge, it has a positive impact on employees' behaviors within the organization. This ultimately will be in favor.

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