Abstract: The current study investigated the effects of knowledge sharing and non-attitude on organizational citizenship behavior (OCB) and turnover intentions. The study also examined the effect of OCB on turnover intentions. Employees working in LGO SoftTech were selected as a sample. A firm can successfully promote knowledge sharing culture not only by directly incorporating knowledge in its business strategy, but also by changing employee job attitudes and behavior to promote willing and consistent knowledge sharing. Moreover, various studies focused on the relationship between knowledge sharing enablers and processes while others have focused on the relationship between knowledge sharing enablers and innovation performance effect on organizational employee turnover. Employees’ turnover directly and indirectly affects the organization’s costs. Because of this organizations have not only to recruit and select the capable employees but to train them as well which is part of direct cost. On other hand, loss of social capital, workload and loss of morale of existing employees are associated with the indirect cost. In addition to this, argued that employees’ turnover is the real loss for the organization because most of the time organization loses talented employees. We have to find certain factors which lessen the employee’s turnover intention like knowledge sharing, job attitude and organizational citizenship behavior. The study provides discussion and avenues for future research.

Keywords: job attitude, job satisfaction, knowledge sharing, organizational commitment, organizational citizenship behavior, and turnover intentions.
Introduction:

Knowledge sharing refers to the preparation of information and knowledge to the task of working with other people who can help a person to solve their problems, policies, or development of new ideas. Knowledge sharing effectively contributed to increase productivity and profitability, including earnings and sales growth to share ideas, knowledge and experiences in decision-making, problem-solving and innovation of new ideas. The primary determinants of knowledge sharing behavior are job attitudes and OCB. The job involvement and job satisfaction significantly influence on OCB and knowledge sharing behavior. It reasons that firm employees have a high job involvement and job satisfaction. Job attitudes have had impact both on knowledge sharing behavior and organizational citizenship behavior. Similarly, organizational citizenship behaviors have had impact also on knowledge sharing behavior. However, organizational citizenship behavior could not mediate the correlation between job attitudes and knowledge sharing behavior.

Conceptual Framework

The conceptual model of this research describes the nature of the hypotheses of this study. According to the model, the independent variable is job attitudes, knowledge sharing and OCB. The dependent variable is turnover intention.

Figure 1: Conceptual Framework of the Study
Knowledge Sharing:

Knowledge sharing creates opportunities to maximize organization ability to meet the needs and generates solutions and efficiencies that provide a business with a competitive advantage (Reid, 2003). Knowledge sharing can be defined as a socio interaction culture, involving the exchange of employee knowledge, experiences, and skills through the whole department or organization. Knowledge sharing comprises a set of shared understandings related to providing employees access to relevant information and building and using knowledge networks within organizations (Hogel et al., 2003). Moreover, knowledge sharing occurs at the individual and organizational levels. For individual employees, knowledge sharing is talking to colleagues to help them get something done better, more quickly, or more efficiently. For an organization, knowledge sharing is capturing, organizing, reusing, and transferring experience-based knowledge that resides within the organization and making that knowledge available to others in the business. A number of studies have demonstrated that knowledge sharing is essential because it enables organizations to enhance innovation performance and reduce redundant learning efforts (Calantone et al., 2002); (Scarborough, 2003).

A firm can successfully promote a knowledge sharing culture not only by directly incorporating knowledge in its business strategy, but also by changing employee attitudes and behaviors to promote willing and consistent knowledge sharing (Connelly and Kelloway, 2003); (Lin and Lee, 2004). Moreover, various studies focused on the relationship between knowledge sharing enablers and processes (Van den Hooft and Van Weenen, 2004a); (Van den Hooft; Bock et al., 2005); (Yeh et al., 2006), while others have focused on the relationship between knowledge sharing enablers and innovation performance (Calantone et al., 2002); (Syed-Ikhsan and Rowland, 2004). However, researchers and practitioners have not tried an integrative model that explores the effectiveness of knowledge sharing from a holistic perspective, and little empirical research has examined the relationships among knowledge sharing enablers, processes, and firm innovation capability.

Individual Factors

The research considered here has focused on individual factors that promote or inhibit organizational knowledge sharing activities. The two factors that may be proximal determinants of knowledge sharing are identified: enjoyment in helping others and knowledge self-efficacy.
Enjoyment in helping others is derived from the concept of altruism. Altruism includes discretionary behaviors that help specific others with organizationally relevant tasks or problems (Organ, 1988). Knowledge workers may be motivated by relative altruism owning to their desire to help others (Constant et al., 1994); (Davenport and Prusak, 1998). Previous research shows that employees are intrinsically motivated to contribute knowledge because engaging in intellectual pursuits and solving problems is challenging or pleasurable, and because they enjoy helping others (Wasko and Faraj, 2000); (Wasko and Faraj, 2005). Knowledge workers who derive enjoyment from helping others may be more favorable oriented toward knowledge sharing and more inclined to share knowledge – in terms of both donation and collecting.

Organizational Factors
Top management support is considered one of the important potential influences on organizational knowledge (Connelly and Kelloway, 2003). Numerous studies have found top management support essential to creating a supportive climate and providing sufficient resources (Lin, 2006). MacNeil (2004) emphasized the importance of the visible top management’s support to organizational knowledge sharing climate. Moreover, Lin and Lee (2004) proposed that the perception of top management encouragement of knowledge sharing intentions is necessary for creating and maintaining a positive knowledge sharing culture in an organization. Consequently, this study expects that top management support positively influences employee willingness to share knowledge with colleagues – both in terms of donating and collecting.

Technology Factors
Information and communication technology (ICT) use and knowledge sharing are closely linked, because ICT can enable rapid search, access and retrieval of information, and can support communication and collaboration among organizational employees (Huysman and Wulf, 2006). Within knowledge sharing, the use of ICT development facilitate new methods and applications (such as groupware, online databases, intranet, virtual communities, etc.), and allow firms to expand available social networks by overcoming geographical boundaries and thus achieving more effective collaborative activities (Pan and Leidner, 2003).

Job Attitudes
Robbins (2003) defined attitudes as evaluative statements and they can be either favorable or unfavorable-concerning objects, people, or events. Therefore, they reflect how one feels about
something. The favorable statements may provide positive effects regarding the concerned object, person or event whereas unfavorable statement may provide negative effects. An attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a person’s response to people, objects and situations. This definition of attitude has certain implications for managers. First, attitudes are learned. Second, attitudes define one’s predispositions toward given aspects of the world. Third, attitudes provide emotional basis of one’s interpersonal relations and identification with others. And fourth, attitudes are organized and are close to the core of personality. Some attitudes are persistent and enduring; yet, like each of the psychological variables, attitudes are subject to change (Fishbein and Ajzen, 1974).

The early family experiences help to shape the job attitudes of individuals. The attitudes of young children usually correspond to those of their parents. As children reach their teen years they begin to be more strongly influenced by peers. Peer groups are able to influence job attitudes because individuals want be accepted by others. Teen ages seek approval by sharing similar attitudes or by modifying attitudes to comply with those of a group. Gibson, Ivancevich and Donnelly (1991) stated that values and attitudes develop from early childhood onward as a result of upbringing, education and experience of life. He further declared that some people’s attitude is set by their late twenties / early thirties, and others seem to be able to retain certain flexibility throughout their life.

Job Satisfaction

Job satisfaction is among the important attitudes that influence human behavior in the work place. Thus, organizational behavior researchers are interested in accurately measuring job satisfaction and understanding its consequences for people at work (Wood et. al, 1976). Some of the well-known definitions of job satisfaction provide clear insight of it and they were helpful for this research study. Wood and Locke (1990) defined job satisfaction as the degree to which individuals feel positively or negatively about their jobs. It is an emotional response to one’s tasks as well as to the physical and social conditions of the work place. As a concept, job satisfaction also indicates the degree to which expectations in someone’s psychological contract is fulfilled. Job satisfaction is likely to be higher for persons who perceive an inducement-contribution balance in their relationship with the employing organization.
Job satisfaction is the amount of pleasure or contentment associated with a job. Workers will have high job satisfaction when they have positive attitudes toward such job factors such as the work itself, recognition and opportunity for advancement. According to Smith, Kendall and Hulin (1969), job satisfaction is the extent to which a person is gratified or fulfilled by his or her work. Extensive research on job satisfaction shows that personal factors such as an individual’s needs and aspirations determine this attitude, along with group and organizational factors such as relationships with coworkers, supervisors, working conditions, work policies, and compensation. Job satisfaction is referred to an individual’s general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job; a person who is dissatisfied with his or her job holds negative attitudes about the job (Robins, 2003). According to Locke (1976), job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences. Implicit definition is the importance of feeling and cognition or thinking. When we think, we have feelings about what we think. Conversely, when we have feelings, we think about what we feel. Cognition and affect are thus inextricably linked, in our psychology and even in our biology (Saari and Judge, 2004).

Organizational Placement

According to Newstrom and Davis (1997) organizational commitment is the degree to which an employee identifies with the organization and wants to continue active participation in it. They further stated that organizational commitment is a measure of willingness to remain with the firm in the future. It often reflects the employee’s belief in the mission and goals of the firm, willingness to expend effort in their accomplishment, and intentions to continue working in the organization. Allen and Meyer (1990) have identified commitment in three forms. They are affective commitment, continuance commitment and normative commitment. Affective commitment is essentially concerned about the employee’s emotional attachment to their organization. Continuance commitment is an employee’s perception of the costs and risks associated with leaving their current organization. Normative commitment is a morale dimension, based on an employee’s felt obligation and responsibility to their employing organization.
Job Involvement

Job involvement is the willingness of a person to work hard and apply effort beyond normal job expectations (Wood, 1996). Job involvement is the degree to which employees immerse themselves in their jobs, invest time and energy in them, and view work as a central part of their overall lives (Newstrom and Devis, 1993). According to Singh (2008) job involvement results in an individual’s tendency to exceed the normal expectation associated with his or her job. An employee with little job involvement will see it as just something to do to earn a living. Thus, all of his/her motivation is extrinsic and she/he have little or no interest on learning how to perform the job better. On the other hand, a person with a lot of job involvement will derive intrinsic satisfaction from the job itself and will want to learn more and more about how to perform the job effectively. Job involved employees are likely to believe in the work ethic, to exhibit high growth needs, and to enjoy participation in decision making. As a result, they seldom will be tardy or absent, they are willing to work long hours and they will attempt to be high performers (Newstrom and Davis, 1993).

Organization Citizenship Behavior

MacKenzie et al. (1993) defines OCB as “discretionary behaviors on the part of an employee that directly promote the effective functioning of an organization, without necessarily influencing an employee's objective productivity”. The number of studies exploring this topic has significantly increased. However, there is still a lack of consensus regarding the dimensionality of the OCB construct (LePine et al., 2002). According to Organ (1988), OCB has five dimensions including altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. Podsakoff et al. (2000) compiled a detailed classification of such behaviors, which were grouped into seven categories:

1. Helping behavior
2. Sportsmanship
3. Individual initiative
4. Civic virtue
5. Organizational commitment
6. Complacence and
7. Personal development
The present study uses another approach described by Netemeyer et al. (1997), in which OCB was classified into four categories:

1. Sportsmanship
2. Civic virtue
3. Conscientiousness
4. Altruism

Sportsmanship can be defined as the employees’ goodwill in tolerating less than ideal circumstances without “complaining . . . and making a federal case out of small potatoes” (Organ, 1988). Civic virtue is defined as behavior that shows a concern for participating in corporate life – for example, by performing tasks that they are not required to be performed, and doing so for the benefit of the organization. Conscientiousness is behavior that goes beyond the requirements established by the organization in the workplace – for example, working after hours for the benefit of the organization. Finally, altruism is helping colleagues in the performance of their tasks. Altruism and conscientiousness have been grouped together by some researchers and referred to as helping behavior.

**OCB and Turnover Intentions:**

OCB play vital role in the success of every organization. Suggest that organizations having such employee which can perform beyond their duties can outperform as compared to the other organizations. Furthermore, agree with the same and argued that in the presence of OCB, organizations become more efficient and successful because there will be dedicated employees with low turnover intentions.

**Research Objectives:**

The general objective of this study was to identify the impact of the work related attitudes on the job performance of the employees in LGO Soft Tech., Bangalore. The study attempted to achieve the following specific objectives.

1. To identify the relationship between knowledge sharing and their job attitude of employees in LGO Soft Tech., Bangalore
2. To identify the relationship between job attitude and their organizational citizenship behavior of employees in LGO Soft Tech., Bangalore
3. To identify the relationship between independent variable (Knowledge sharing, job attitude and OCB) and their dependent variable (Turnover Intentions) of LGO Soft Tech., Bangalore

Data Analysis and Interpretation:

Relationship between Knowledge Sharing, Job Attitude and OCB) and their Turnover Intentions at LGO Soft Tech., Bangalore

Research Hypothesis: There is no significant relationship between Knowledge sharing, job attitude and OCB (independent variable) and their Turnover Intentions (dependent variable) of LGO Soft Tech., Bangalore.

Null Hypothesis: There is a significant relationship between Knowledge sharing, job attitude and OCB (independent variable) and their Turnover Intentions (dependent variable) of LGO Soft Tech., Bangalore.

Table showing Correlation

<table>
<thead>
<tr>
<th>Control Variables</th>
<th>Job Attitude</th>
<th>Knowledge Sharing</th>
<th>OCB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover Intentions</td>
<td>Job Correlation</td>
<td>1.000</td>
<td>0.699</td>
</tr>
<tr>
<td></td>
<td>Significance (2-tailed)</td>
<td>.</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Df</td>
<td>0</td>
<td>97</td>
</tr>
<tr>
<td>Knowledge Sharing</td>
<td>Correlation</td>
<td>0.699</td>
<td>1.000</td>
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<td>Df</td>
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<td>97</td>
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</tbody>
</table>
Finding:
The above table shows that there is a significant relationship between independent variables, namely, knowledge sharing, job attitude and OCB and their dependent variable namely, turnover intentions of LGO Soft Tech., Bangalore. Since, the p value is greater than table value. So, the research hypothesis is rejected and null hypothesis is accepted.

Conclusion:
In this competitive era, retention of key employees is important for the sustainable competitive edge over its rivals. Thus, to reduce the employees’ intentions to leave organization should create a learning environment. It was observed that organizations facilitate the element of knowledge sharing, job attitude and OCB to reduce turnover. In addition to this, to enhance knowledge sharing job attitude and OCB it is important to promote attitude and knowledge sharing culture.

Reference:


