

KNOWLEDGE MANAGEMENT ROLE IN MOTIVATING EMPLOYEES THROUGH SUPERVISORY CONTROL AND PERCEIVED ORGANIZATIONAL SUPPORT AND ITS IMPACT ON KNOWLEDGE SHARING IN RED CRESCENT SOCIETY OF GUILAN PROVINCE

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Abstract

According to economic theory and the social sciences, using supervisory control and perceived organizational support is one of the most valuable experiences and learning that affect effort and frequency of employee involvement to organizational useful knowledge sharing as motivational factors. The main objective of this study is knowledge management role in motivating employees through supervisory control and perceived organizational support and its impact on knowledge sharing in Guilan Province Red Crescent Society (Iran). Data collecting tools derived from questionnaires King and et al (2008) that among the 145 employees through convenience non-probability sampling is distributed and collected. Research method is descriptive and applied. Multiple regression test is used for data analysis. The findings indicate that supervisory control has a significant impact ratio of perceived organizational support on sharing effort and sharing frequency in useful knowledge sharing of organization. These results to justify extrinsic motivation based on economic theories in knowledge management system is a good support and has been less support than perceived organizational support compared to our belief that we have it.

Keywords: Knowledge Management, Motivation, Supervisory Control, Perceived Organizational Support, Sharing Effort, Sharing Frequency

1. Introduction

Today's changing world requires that organizations be looking for new tools to survive, knowledge management is one of the tools that can help organizations in providing these goals. Particularly knowledge sharing has very important role. Knowledge management is a process that helps organizations to choose the important information, organize and distribute it. Knowledge management is expertise that is essential to activities such as problem solving, dynamic learning and decision making. Since the advent of knowledge management, knowledge management considered as an important issue for researchers and also managers of organizations and also many research and articles have been published about knowledge management. At the beginning of the emergence of knowledge management, relevant literature focuses on the issues and technological aspects. Nowadays this focusing has changed and has shifted to an emphasis on human factors and social (Hassanzadeh, 2007).

This paper deals investigate knowledge management and then discuss the two variables of supervisory control and organizational support as two motivational factors in knowledge sharing and by using Blau model (2008) as the basic framework , the relationship between variables and other related concepts including employee participation in knowledge sharing and the role of efforts in this direction are emphasized.

2. Problem Statement

In environment resulting the present era, knowledge management and its dimension are essential components and fundamental of practical strategies. It helps organizations to identify new opportunities in the context of organizational learning and establish knowledge management, and handle challenges as well. "Glottis and Trzioski" (2004) Knowledge management defined as: it is formalized access to experience, knowledge and expertise that create new capabilities, encourage innovation and increases customer value (Wang et al, 2005). Knowledge is key factor and strategic resource for intangible assets and organizational capabilities which can lead to further growth, value creation and competitive advantage (Cao & Xiang, 2012) and is defined as combination of documented experiences, values, and information that provides framework for developing and evaluating new information and experiences (Davenport & Prusak, 1998). In other words, it can say that in today's knowledge-based economy, knowledge is considered as key source that need be such as cash flow of human resources or the primary items of management. So management of organizations must find possible alliance of more rational decisions on important issues and performance improvement based on the knowledge by rely on the best knowledge. Daghfous (2003) believe that knowledge management is process management composition, creative control, encryption, distribution and exercise of power in organization and main goal of it is access to knowledge required timely so that the ability to make timely decisions be possible (Adli,2005). In this regard, organizations need create environmental to share, transfer and contrast of knowledge among members and teach people In order to make meaning of their interactions. Hence issue of knowledge management is considered more important than knowledge itself that organization is looking for to explain or clarify how Information transform and knowledge of individual and organizational to knowledge and skills of individual and group (Probst, 2000). The most important factor in applying effective knowledge management is suitable culture. A weak culture in organizations cause to habit employees to existing procedures and not have any desire to innovate and create new ideas and on the other hand have fear from sharing their knowledge with others and transform it into knowledge skills that can be effective in solving the problems (Davenport & Prusak, 2000). The emphasis on collective knowledge creates through a combined process focus on how to motivate and personnel support that may have been useful information and contribute in knowledge management systems. According to economic theory and sociology examined the effects of various factors on knowledge sharing in organizations including variable effects of supervisory control and perceived organizational support by considering the amount of effort and level of participation in sharing their valuable information. In this regard, modern processes and systems to enable organizational knowledge sharing by new ways in the form of knowledge management system are designed in order to attract personal knowledge and dissemination of its benefits in the organization and consequently this strategies in knowledge management system with aims to attract people and knowledge-sharing stimulate often people to sharing their knowledge with others through conversations and personal exchanges directly rather than hold their own knowledge or share it with a database. Probably some people in some organizational cultures follow the traditional theory of "knowledge is power". The idea raised by scientists is that knowledge will share when it have an incentive such

work. Even sometimes enthusiastic colleagues will be unwilling to offer if they do not know resulting to share knowledge (King et al, 2008).

This study is rely on possible sharing of knowledge and the potential effects of two process include motivation supervisory control and perceived organizational support on knowledge sharing and main question of this study is: what is effects of two variables of supervisory control and perceived organizational support in decision making in order to share knowledge?

3. Theoretical Framework

Research model to compare the effects of two approaches to supervisory control and perceived organizational support (social exchange) is designed by King and et al (2008) because appropriate management questions related to this research model will examine the exact nature of the regulatory control factors and perceived organizational support. If the supervisory controls have been the most effective on knowledge sharing in knowledge management systems, managers should emphasize on the development and implementation of control mechanisms in formal monitoring and on the other hand, if social exchange theory have more responsive to provide a variety of information and knowledge through a knowledge management system; then greater emphasis of management will be to create positive relationships in employees and managers and create a culture of "knowledge sharing". In research model (Figure 1), there are two variables: sharing frequency and sharing effort that helps knowledge which sharing it believes to positive value in the organization. These two dependent variables are important in the successful implementation of knowledge management systems. Because frequently managers asks employees while may be effective for the system, they contribute in sharing knowledge to potentially useful for organization (King et al, 2008).

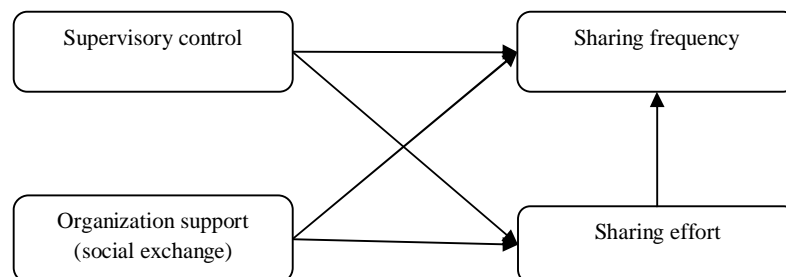


Figure 1) conceptual model (King et al, 2008)

3.1. The Definition and Concept of Knowledge Management

Knowledge management refers to the acquisition and storage expertise and collective intelligence of the organization and its use in order to promote innovation through continuous learning organization (Meso & Smith, 2000). Another definition states that knowledge management is activities of knowledge creation through discovery and the acquisition of valuable knowledge from outside sources, choose the required knowledge from internal sources, change the mode and status of knowledge sources from organizational output (Holsapple & Joshi, 2004). Knowledge management is ensuring that the proper knowledge with right staff and in right time for all processes is available.

3.2. Knowledge Sharing

Knowledge sharing is a complex behavior that involves sharing information and knowledge and helping others in this regard. Knowledge sharing is similar to organizational citizenship behaviors that is done voluntarily in organizations. One of the ways of measuring in knowledge management is by knowledge sharing (including explicit and implicit knowledge). Yahya & Goh found that sharing and distribution of knowledge done in the organization is positively associated with knowledge management. Development of knowledge sharing occurs when a person willing to help and learn from others on the new merits. Senge (1998) said that learning is a means of understanding and absorbing. The ultimate goal of knowledge sharing is trying to transfer and convert of experience and knowledge everyone to the assets and resources of organization to enhance and promote organizational effectiveness (Yang & Wan, 2004).

3.3. Supervisory Control

Supervisory control is an important factor in influencing people's willingness to share knowledge in the knowledge management system. Supervisory control includes measures of manager to increase the likelihood of employing employees the ways that lead to the achievement of organization goals. Supervisory control led unity and agreement of goals by employers and employees and in this way by using to create external motivation will tried to increase the desire for knowledge sharing in organizations as is considered superior (King et al, 2008).

3.4. Perceived Organizational Support

In concept of perceived organizational support said that employees will be committed to the organization depending on the degree which the organization give values to their contributions and importance for their welfare and prosperity. This is actually a mutual perspective. In perceived organizational support, management to enhance efforts in knowledge sharing in the organization uses intrinsic motivation and internal (King et al, 2008, page 133). Social exchange theorists have pointed to employment in form of exchange effort and loyalty for tangible benefits and social rewards. They say when someone else does well behaved this norm of reciprocity induce person to friendly behavior and consequently, in organization requires that employees and employers can benefit from this norm of reciprocity in their behavior, will lead to better behavior and benefits outcomes for the employee and the employer (Radding, 1998).

4. Research Hypotheses

H1: the level of supervisory control is positively associated with sharing frequency in knowledge management system.

H2: the level of perceived organizational support is positively associated with sharing effort in knowledge management system.

H3: Supervisory control and perceived organizational support will jointly influence sharing frequency more than supervisory control alone.

H4: Supervisory control and perceived organizational support will jointly influence sharing frequency more than Perceived organizational support alone.

H5: Supervisory control and perceived organizational support will jointly influence sharing effort more than supervisory control alone.

H6: Supervisory control and perceived organizational support will jointly influence sharing effort more than perceived organizational support alone.

H7: The relationship between organizational support and sharing frequency will be mediated by sharing effort.

H8: The relationship between supervisory control and sharing frequency will be mediated by sharing effort.

5. Research Methodology

The method used in this research is descriptive and applied. In this study statistical population including all employees of the Red Crescent Society in the Guilan province that total of them are 330 employees. Sample size included employees of 16 Red Crescent Society branch (145 employees) in the Guilan province. Sampling method was convenience non-probability sampling. For normality variables in this stage, first a total of 30 questionnaires were distributed in the Red Crescent Society subsidiaries branches and because the use of parametric statistical techniques must be normal distribution of the dependent variable that is used the Kolmogorov - Smirnov test. The result obtained show that variables are normal. Thus multiple regression test is used for data analysis.

6. Research Findings:

Table 1) complete analysis of model

| Supervisory control and perceived organizational support, sharing frequency in sharing knowledge | | (R) | (R Square) | Sig | (R Square Change) | Beta | Beta sig | Durbin – Watson statistic |
|--|----------------------------------|-------|------------|-------|-------------------|---------------|--------------|---------------------------|
| Model 1 | Supervisory control | 0/485 | 0/236 | 0/000 | | 0/485 | 0/000 | 1/189 |
| Model 2 | Supervisory control | 0/512 | 0/262 | 0/000 | (0/021)0/027 | 0/407 | 0/000 | |
| | Perceived organizational support | | | | | 0/182 | 0/021 | |
| Supervisory control and perceived organizational support on sharing frequency | | | | | | | | |
| Model 1 | Perceived organizational support | 0/359 | 0/129 | 0/000 | | 0/485 | 0/000 | 1/89 |
| Model 2 | Perceived organizational support | 0/512 | 0/262 | 0/000 | (0/000)0/133 | 0/407 | 0/021 | |
| | Supervisory control | | | | | 0/182 | 0/000 | |
| Supervisory control and perceived organizational support on sharing effort | | | | | | | | |
| Model 1 | Supervisory control | 0/243 | 0/059 | 0/002 | | 0/243 | 0/000 | 1/65 |
| Model 2 | Supervisory control | 0/244 | 0/059 | 0/010 | (0/758)0/001 | 0/254 | 0/004 | |
| | Perceived organizational support | | | | | -0/027 | 0/758 | |
| Supervisory control and perceived organizational support on sharing effort | | | | | | | | |
| Model 1 | Perceived organizational support | 0/083 | 0/007 | 0/299 | | 0/084 | 0/299 | 1/65 |

| | | | | | | | | |
|--|----------------------------------|-------|-------|-------|------------------|--------|-------|------|
| Model 2 | Perceived organizational support | 0/244 | 0/059 | 0/010 | (0/004) 0/052 | -0/027 | 0/758 | |
| | Supervisory control | | | | | 0/254 | 0/004 | |
| Perceived organizational support and sharing frequency according to sharing effort | | | | | | | | |
| Model 1 | Perceived organizational support | 0/359 | 0/129 | 0/000 | | 0/359 | 0/000 | 1/89 |
| Model 2 | Perceived organizational support | 0/430 | 0/185 | 0/000 | (0/002) 0/056 | 0/339 | 0/000 | |
| | Sharing effort | | | | | 0/237 | 0/002 | |
| Supervisory control and sharing frequency according to work | | | | | | | | |
| Model 1 | Supervisory control | 0/485 | 0/236 | 0/000 | | 0/485 | 0/000 | |
| Model 2 | Supervisory control | 0/509 | 0/259 | 0/000 | (0/032) 0/023 | 0/447 | 0/000 | |
| | Sharing effort | | | | | 0/157 | 0/002 | |

H1: the level of Supervisory control is positively associated with sharing frequency in knowledge management system. Regression testing showed that the intensity of relationship the level of supervisory control and sharing frequency in knowledge management of knowledge management system is approximately 0/485 and the level of supervisory control can explain 23/5 percent of sharing frequency in knowledge management of knowledge management system (Beta = 0.485 & sig < 0/005).

H2: the level of Perceived organizational support is positively associated with sharing effort in knowledge management system. Regression testing showed that the intensity of relationship the level of perceived organizational support and sharing frequency in knowledge management of knowledge management system is approximately 0/084 that sig is higher than 0/05 thus relationship isn't significant (Beta = 0.084 & sig > 0/005).

H3: Supervisory control and perceived organizational support will jointly influence sharing frequency more than supervisory control alone.

Multiple regression was used to test the above hypothesis. In first step, model includes variables of supervisory control and sharing frequency in sharing knowledge. The result showed that firstly obtained linear regression model is significant. Also relationship between two variables is 0/4585. The second model is obtained by entering perceived organizational support. As can see, this model is also significant and linear. Entering perceived organizational support in model has changed relationship between two variables. As the rate of it change 0/485 to 0/512. Also rates of changes in determine coefficient is about 3%. Significant levels of beta coefficients in both models indicate significant variable in the final model. Thus it can say that supervisory control and perceived organizational support will jointly influence sharing frequency more than supervisory control alone. So the research hypothesis is confirmed.

H4: Supervisory control and perceived organizational support will jointly influence sharing frequency more than perceived organizational support alone.

Multiple regression was used to test the above hypothesis. In first step, model includes variables of perceived organizational support and sharing frequency in sharing knowledge.

The result showed that firstly obtained linear regression model is significant. Also relationship between two variables is 0/359. The second model is obtained by entering supervisory control. As can see, this model is also significant and linear. Entering Supervisory control in model has changed relationship between two variables. As the rate of it change 0/359 to 0/512. Also rates of changes in determine coefficient is about 13%. Significant levels of beta coefficients in both models indicate significant variable in the final model. Thus it can say that supervisory control and perceived organizational support will jointly influence sharing frequency more than perceived organizational support alone. So the research hypothesis is confirmed.

H5: Supervisory control and perceived organizational support will jointly influence sharing effort more than supervisory control alone.

Multiple regression was used to test the above hypothesis. In first step, model includes variables of supervisory control and sharing effort in sharing knowledge. The result showed that firstly obtained linear regression model is significant. Also relationship between two variables is 0/243. The second model is obtained by entering Perceived organizational support. As can see, this model is also significant and linear but entering perceived organizational support variable in model hasn't significant change in the rate of determination coefficient of model. So the research hypothesis isn't confirmed.

H6: Supervisory control and perceived organizational support will jointly influence sharing effort more than Perceived organizational support alone.

Multiple regression was used to test the above hypothesis. In first step, model includes variables of perceived organizational support and sharing effort in sharing knowledge. The result showed that firstly obtained linear regression model isn't significant. The second model is obtained by entering supervisory control. As can see, this model is also significant and linear. Entering supervisory control in model has changed relationship between two variables. As the rate of it change 0/083 to 0/244. Also a rate of changes in determination coefficient is about 5%. Significant levels of beta coefficients in both models indicate significant variable in the final model. Thus it can say that supervisory control and perceived organizational support will jointly influence sharing effort more than perceived organizational support alone. So the research hypothesis is confirmed.

H7: The relationship between organizational support and sharing frequency will be mediated by sharing effort.

Multiple regression was used to test the above hypothesis. In first step, model includes variables of perceived organizational support and sharing frequency in sharing knowledge. The result showed that firstly obtained linear regression model is significant. Also relationship between two variables is 0/359. The second model is obtained by entering sharing effort. As can see, this model is also significant and linear. Entering sharing effort in model has changed relationship between two variables. As the rate of it change 0/359 to 0/430. Also a rate of changes in determination coefficient is about 6%. Significant levels of beta coefficients in both models indicate significant variable in the final model. Thus it can say that the relationship between organizational support and sharing frequency will be mediated by sharing effort. So the research hypothesis is confirmed.

H8: The relationship between supervisory control and sharing frequency will be mediated by sharing effort.

Multiple regression was used to test the above hypothesis. In first step, model includes variables of Supervisory control and sharing frequency in sharing knowledge. The result

showed that firstly obtained linear regression model is significant. Also relationship between two variables is 0/485. The second model is obtained By entering sharing effort. As can see, this model is also significant and linear. Entering sharing effort in model has changed relationship between two variables. As the rate of it change 0/485 to 0/509. Also a rate of changes in determination coefficient is about 2%. Significant levels of beta coefficients in both models indicate significant variable in the final model. Thus it can say that the relationship between Supervisory control and sharing frequency will be mediated by sharing effort. So the research hypothesis is confirmed.

7. Conclusion

Results hypotheses test show that this research supported supervisory control variable as the variable that has the greatest effect on the amount of sharing efforts and sharing frequency in knowledge sharing in Guilan province Red Crescent Society. This study showed that despite the beautiful appearance and accepted variable called perceived organizational support, this variable isn't important like supervisory control in effective knowledge sharing among organizations personal. On the other hand concept obtained of this study represents important issue: It is based on custom wisdom" knowledge sharing is important in every dimension" it may not be true in all organizations and is not blindly accepted, because all the people may not be willing to share knowledge accumulated. Another point in order to test hypotheses is that according to a research topic that is motivational and exist in behavioral sciences, employers need use external motivation to apply supervisory control in order to effective sharing of knowledge among employees. Another result can verify this matter that effort factor for knowledge sharing as a partial mediated between sharing frequency and perceived organizational support. So in an attempt to influence the effectiveness of organizational knowledge during the meet relationships between the variables is necessary.

8. Recommendations

Organizations to encourage knowledge sharing and converting tacit knowledge of people as a potential source and rich into explicit knowledge should trying to motivational factors appropriate to the cultural context and the nature and type of organization.

In this regard, despite the perceived organizational support, individuals can encouraged to further participate in knowledge sharing across the organization by new practices of supervisory control in the form of external motivation (material).

Despite a relatively pleasant nature obtained from perceived organizational support at different levels of the organization, but may not meet the type of culture and structure of different organizations and this indicates this subject that always should not accepted custom wisdom but to answer every question should operate scholarly and critical and adopted the best way of motivating in knowledge management system to knowledge sharing and this method may be not necessarily response to organization.

In order to establish a successful knowledge management system, can use supervisory control methods and perceived organizational support jointly the proportion that causes to create good motivation about organizational knowledge sharing.

To lack of readily available methods for knowledge sharing based on the traditional theory that information brings the power can be used replacement of methods to share knowledge from all phases of knowledge cycle including knowledge production, knowledge distribution, storage and use and evaluation of knowledge from organization and thus can prevent from the hoarding of useful knowledge in the organization.

The process of knowledge sharing in organizations is associated completely with a participation rate and the amount of people effort to knowledge sharing and a person will not

effort until has felt effectiveness about his involvement in knowledge sharing in the organization. Thus it can help to encourage people knowledge sharing among employees, creating a comprehensive system of knowledge management systems in the form of a database, depending on the type and the nature and culture of the organization, strengthening educational system and promotion of knowledge along with economic incentives by forming rooms of creative and thinking in order to create a space to strengthen employee participation and involvement of people in the various processes of the organization , conferences, seminars, meetings. All these matters should be In line with the organizational activities and besides the effort that a person does in their personal tasks.

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