

## Approaches and Knowledge Allocation Activity Among Government Employees-Ajzen Model Approach

S. Sudha<sup>a</sup>

<sup>a</sup>Associate Professor and Research Supervisor, School of Management Studies, Vels University

E-mail : nirmalraaghav16@gmail.com

**Abstract :** The main objective of this paper is to provide insights about the relationship between individual attitudes, intentions and behaviour of government employees towards knowledge sharing taking Ajzen Model approach as the base.

**Methods/Statistical Analysis :** The dependant variable is the Knowledge-sharing activity, whereas attitudes and intentions of individuals is the independent variable. CFA and SEM were used to find the relationship between individual attitudes and intentions with individual knowledge sharing performance. Convenient sampling was adapted to collect the data ( $n = 286$ ).

**Findings :** The findings reveal that there is positive relationship between individual attitudes and behaviour in knowledge giving performance, individual intentions also exhibits positive relationship on individual behaviour on knowledge giving performance proves to be insignificant.

**Application/Improvements :** This paper concentrates on the individual knowledge sharing activity among government employees. There is few studies on them. Government employees too require knowledge enhancement programs to develop themselves. Now a day's lot of Management Development Programs are conducted for government employees for the purpose of development.

**Keywords :** Knowledge management, Knowledge performance activity, Employee behavior, Government employees.

### 1. INTRODUCTION

Organizations need to sustain in a highly competitive environment. Different ways and tools are handled by organizations for the purpose sustaining in the market. Knowledge sharing is one such tool which helps the organizations to sustain and build competitive advantage. Knowledge sharing is done through employees in the organization. Employees should be encouraged to share their knowledge among them. For this purpose the organizations need to adopt KM initiatives in their respective organizations<sup>1</sup>. This KM initiatives leads to sharing of ideas, information and knowledge among colleagues and groups<sup>2</sup>. In this paper emphasis is given to knowledge giving activity of government employees because success of the concept largely depends upon the individuals' acceptance in giving the things to know.

This paper makes an attempt to examine the role of individual attitudes and intentions in knowledge sharing in an organizational framework. There are several factors like rewards, culture and top level management support<sup>3</sup>, team of the organization<sup>4</sup> encouraging the knowledge performing activity.

The things that we can come to know through knowledge performing activity research is of government employees. It becomes necessary now that knowledge sharing behaviour among individual government employees need to be encouraged so that they are able to perform their work efficiently as previous studies relating to various sectors and in particular relating to government employees not much work have been carried out in this regard. Theory of Planned Behaviour is taken as the base for the study.

**The reasons for undertaking the research are :**

1. To examine the influence of individual's attitude of knowledge sharing towards individual behaviour.
2. To analyse the influence of individual's intentions of knowledge sharing towards individual behaviour.

## 2. MATERIALS AND METHODS

**Approaches and Knowledge Allocation Activity :** In TPB model the attitude do play a vital role in determining the behaviour of individual in knowledge sharing. Studies highlighted <sup>5</sup>that attitudes do play a influential role. Further studies have also shared that attitudes do determine the individual Knowledge Allocation Activity. Researchers have shown <sup>6,7</sup> that approaches do play a vital role in knowledge sharing.

**Targets and Knowledge Allocation Activity :** Again Ajzen model highlights to the targets of knowledge allocation activity. It has been extensively used to predict and explain behavioural intention and actual behaviour in social psychology<sup>8,9</sup>. Previous studies has suggested that seniors managers are important in development of organizational culture and a positive relationship between senior managers behavioural intentions help to promote Knowledge Allocation Activity in organizations<sup>10,11</sup>.

**Knowledge Sharing :** Knowledge sharing is the core of an organization and is done mainly on monetary and non-monetary basis <sup>12</sup>. Knowledge sharing can be institutional based and can be made available to other organizational members<sup>13</sup>. Knowledge sharing environment need to be created and has to be done by senior managers in the organization which significantly contribute to the development of its skills and do play the role of facilitators <sup>14</sup>. Does knowledge sharing happen in companies as it is considered to be one the core important asset which helps in attracting practitioners <sup>15-16</sup>

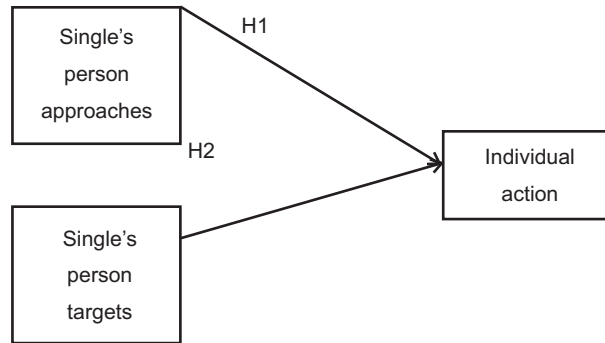
### Research Model, Hypotheses and Methodology

Knowledge allocation activity as a concept has been taken into consideration on various dimensional aspects. It has been analysed from organizational, educational and business point of view. This concept may be new to India but knowledge management has been used as a in various form for example in strategy form during the period of time and motion study<sup>17</sup> which is at the early of this century.

Knowledge allocation is one of the main activity among knowledge performance cycle. The main base factor that every organization need to nurture and create for the purpose of success. Knowledge performance cycle is a complete style which chief's toward concern's success and modest benefit. Many companies in India know roughly about position of data managing and allocation within the organization and hence have started to adopt, implement and share knowledge among its employees. This culture is vast seen in private organizations which has resulted in better performance when compared to government organizations. It is recommended that government organizations too can follow the path of private organizations for better results. This would be possible by studying the perceptions of individual government employees on their approaches, objectives towards data allocation and their behaviour which is based on Concept of Strategic Act, Fishbein and Ajzen (1975).

Hence the purpose of this study is to investigate the individual behaviour of government employees in Chennai toward knowledge sharing by applying partial Ajzen model of Theory of Planned Behaviour. Past studies have highlighted that there is a strong casual link between attitude, intentions and behaviour<sup>18</sup>, which is also supported by a strong theory of Concept of Strategic Act, (TRA)<sup>19</sup>, theory of planned behaviour (TPB)<sup>20</sup> which is found to be very useful in social psychology<sup>21</sup>.

Based on the theoretical framework of the TPB the following research model and hypothesis are proposed.



**Figure 1**

The attitudes and intentions of individuals do play a vital role in determining the individual behaviour. The following two hypothesis are formulated:

**H1:** Single's person approaches toward knowledge allocation activity has optimistic impact on the Single's person action.

**H2:** Single's person targets toward data has optimistic impact on the Single's person action.

Deductive research was used for the study for hypotheis testing. Quantative research is also used for the study. The study was conducted from January 2016 to April 2016 in Thiruvalluvur district. The target population was 300 respondents. Conveient sampling was used for the study. 286 samples were collected on through interview method questions on attitudes, intentions on knowledge sharing were asked to them. All constructs were stated using numerous objects and all statements were calculated doing five point Likert type scale<sup>22</sup> as suggested by previous studies. 286 useful responses were received for SEM analysis. To test the H1 to H2 structural equation modelling was used.

### **3. DATA ANALYSIS AND RESULTS**

Data analysis was done using SPSS 21 package and AMOS 21. Descriptive statistics were also used to distinguish the demographic information of the respondents. Among the total samples, 54.9% of the respondents were male and 45.1% were women. Most participants were aged from 29 – 39 years (62.6%), followed by samplers in the age bracket of 40 – 49 ages (33.2%) and in the peer group of above 50 years (4.2%). For scale reliability, Cronbach's alpha value was tested for overall realiability is 0.85 which is greater than 0.7, which is acceptable, and is considered to be adequate. Reliability and validity was done through staiscal and AMOS packages, CFA was used to validate the items in each variable. Construct validity(convergent, discriminant) were also tested. Structural equation modelling is a multivariate analysis that is used to test the hypothesis framed<sup>23</sup>

A structural model Figure 1is also examined with respect to applicable theory of planned behaviour. Studies<sup>24-25</sup> have highlighted that Chi-Squared test, RMSEA, GFI, AGFI, the RMR and the SRMR measures fits the data.

Under Confirmatory factor was done with the latent variables for the entire sample in the study. Convergent and discriminant validity were tested using the AMOS estimates.

Standardized regression weights are the factor loadings and these are used to verify the convergent validity.

Convergent validity was tested of each construct. The answers for the model fit are summarised in the Table 3. In more detail the factor loadings ranged from 0.20 (IN2) TO 2.86 (AT3) all of exceeding the recommended cut off value of 0.5, suggested in the studies <sup>26</sup> for a sample of 276 observations at 0.05 level of significance ( $p < 0.01$ ) except in constructs of intentions. It should also be noted that as per the international review of an accepting threshold of 0.35 for factor loadings <sup>27</sup> can be taken but the factor loadings IN2, IN4 do not fall within the purview of the recommendations.

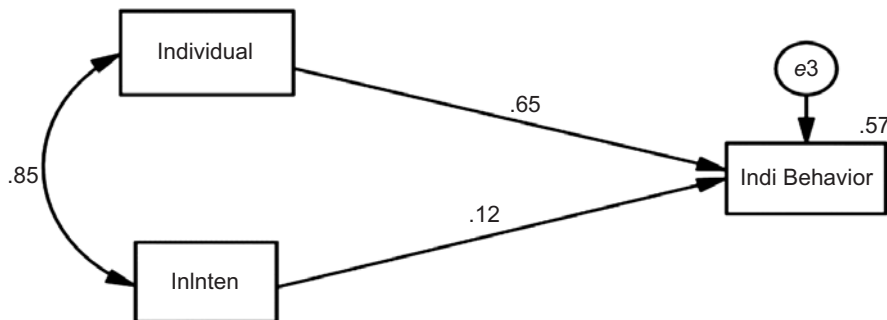
Table 4 illustrates the results of SEM model. The model fit summary is tabulated that illustrates comparative fit indexes GFI, RMR, NFI, NNFI A and CFI that are greater than threshold levels of 0.90, prove that the model is fit. Hence the model shows an overall acceptable fit. The fit shows that there is positive relationship between single person’s approach and single person action of the individuals with the path coefficient of 0.65 ( $p < 0.01$ ) supporting H1. As per the study <sup>28</sup> proved that attitudes do determine the behaviour of the respondents. Hence H1 is accepted. This is proved by the standard regression weights in the path analysis that there is a strong relationship between approach and single person action. The answers are available in the Table 3. Hypotheis 2 shows impact which is optimistic in nature but shows an is insignificant relationship where the path coefficient is .12 ( $p < 0.01$ ) and cannot be provided conclusion for it <sup>29</sup>. Hence approaches do dominate the single person’s data sharing activity in government organizations.

#### 4. CONCLUSION

Knowledge management has been used in organizations from the view point of competitive advangtage. However establishment and implementation of good data sharing activity in companies is tough. In the event of data sharing activity a portion of Ajizen model was tested in today’s context. This study only tries to explore the influence of attitudes and intentions with knowledge sharing behaviour a partial TPB model has been used for the study. The final results shows that data sharing activity of the single person is dominant in organizations.

**Table 1**  
Showing Over all Reliability Statistics for Knowledge Sharing

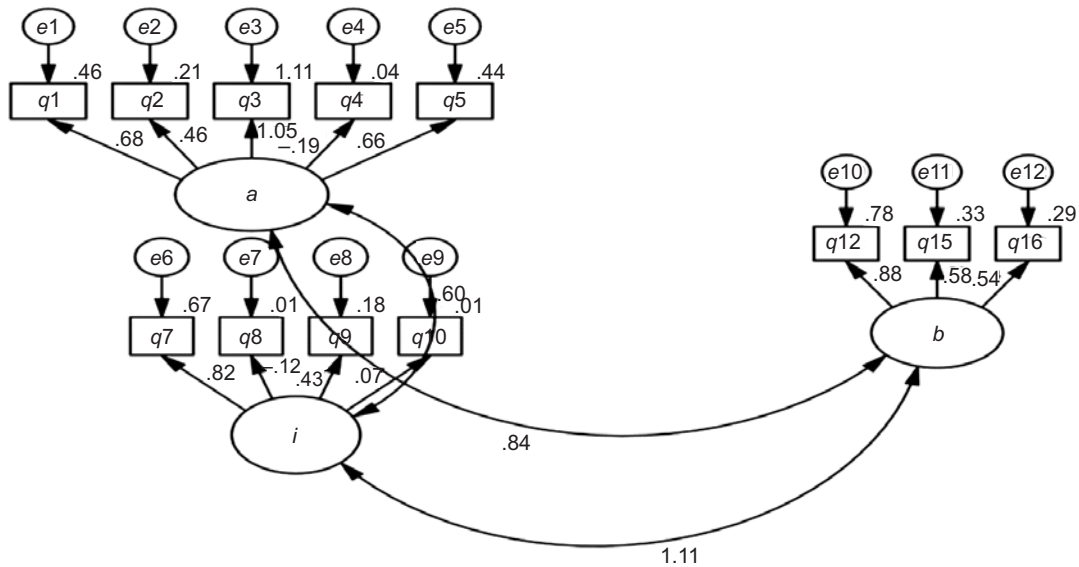
Cronbach’s Alpha	Cronbach’s Alpha Based on Standardized Items	No. of Items
.842	.859	25



**Figure 2: SEM Model with Paths**

**Table 2**  
Showing Construct Wise Reliability Analysis

Factor Names	Cronbach's Alpha	No. of Items
Attitudes	.451	6
Intentions	.716	6
Individual knowledge sharing behaviour	.665	5



**Figure 3: Showing CFA Model**

**Table 3**  
Standard Regression Weights

Latent construct	Estimate	P
q1 <--- AT1	1.000	
q2 <--- AT2	.938	***
q3 <--- AT3	2.868	***
q4 <--- AT4	.779	***
q5 <--- AT5	2.129	***
q7 <--- IN1	1.000	
q8 <--- IN2	.207	.035
q9 <--- IN3	.238	***
q10 <--- IN4	.065	.185
q12 <--- BH1	1.000	
q15 <--- BH2	.657	***
q16 <--- BH3	.685	***

**Table 4**  
**SEM Model Fit Summary**

<i>Fit Index</i>	<i>Acceptable Threshold Levels</i>	<i>Goodness of fit</i>
Chi-square )(2	if Chi-square is 0 perfect model 30	0
GFI	Values greater than 0.95	1.000
RMR	Good model hae small RMR 31-32	.062
<b>Incremental Fit Indices</b>		
NFI	Values greater than 0.95	1.000
NNFI	Values greater than 0.95	1.000
CFI	Values greater than 0.95	1.000

## REFERENCES

- [1] Morten T, Hansen H .The Search-Transfer Problem: The Role of Weak Ties in Sharing Knowledge across Organization Subunits by Cornell University. 1999, 44(1),pp.82-111.
- [2] Cabrera A, Cabrera EF. Knowledge-sharing dilemmas Organization Studies, 2002,23(5),pp. 687-710.
- [3] Bock GW , Kim YG.Breaking the myths of rewards, an exploratory study of attitudes about knowledge sharing Information Resource Management Journal, 2002, 15(2),pp.14-21.
- [4] Hooff V D B , HuysmanM. Managing knowledge sharing: emergent and engineering approaches Information and Management, 2009,46(1),pp. 1-8.
- [5] Chang MK . Prediciting unethical behaviour; a comparison on theory of reasoned action and the theory of planned behaviour Journal of Business Ethics, 1998,17(6 ),pp.1825-34.
- [6] Hillslop H . Linking human resource management and knowledge management via commitment”. Employee Relations,2003,25(2),pp. pp-182-202.
- [7] Sudha.S, “Behavioural Impact, Joint Media Management (Parent Co-viewing) and Knowledge Management of Parents among Children in Chennai”, Indian Journal of Science and Technology, 2016 Sep, 9(33), Doi no: 10.17485/ijst/2016/v9i33/93408
- [8] Fukukawa 2002. Developing a framework for ethically questionable behaviour in consumption”, Journal of Business Ethics, 2002, 41(1), pp.99-119.
- [9] Kanchan Patil, “Knowledge Management-An Empirical Study with Special Reference to Business Schools of Pune Region”, Indian Journal of Science and Technology, 2016 June, 9(21), Doi no:10.17485/ijst/2016/v9i21/86985
- [10] Macneil M .The Supervisor as a facilitator of informal learning in work teams Journal of Work place learning, 2001, 13(6), pp . 246-52.
- [11] Sivathanu Brijesh, “Knowledge Management: A Key Driver for Entrepreneurship-an Empirical Study with Special Reference to Software Firms in Pune”, Indian Journal of Science and Technology, 2016 May, 9(20),Doi no:10/17485/ijst/2016/v9i20/90643
- [12] Gouldner AW.The norm of reciprocity: a preliminary statement”, American Sociological Review, 1960, 25(3), pp. 161-78.
- [13] Szulanski S .Exploring internal stickiness: implementation to the transfer of best practice within the firm Strategic Management Journal, 1996, 17(52), pp. 27-44.
- [14] Macneil M . The Supervisor as a facilitator of informal learning in work teams Journal of Work place learning, 2001, 13(6), pp. 246-52.

- [15] Cabrera A, CabreraEF. Knowledge-sharing dilemmas”, *Organization Studies*, 2002, 23(5),pp. 687-710.
- [16] Morten T. Hansen Knowledge Networks: Explaining Effective Knowledge Sharing in Multiunit Companies, *organization Science* 2002, 13(3), pp.232 – 248.
- [17] Wilson TD. The nonsense of ‘knowledge management”, *Information Research*,2002, 8(1),pp. 45-50.
- [18] Ajzen I. Constructing a TpB questionnaire:Conceptual and methodological considerations.2001,pp.1-14.
- [19] Fishbein M, Ajzen I. *Belief attitude, intention and behavior: An introduction to theory and research*. Reading, MA: Addison-Wesley.1975, 10(2),pp.110-132.
- [20] AjzenI. The theory of planned behavior*Organizational Behavior and Human Decision Processes*, 1991, 50(4), pp.179-211.
- [21] Sheppard BH, HartwickI,Warshaw PR. The theory of reasoned action: a meta-analysis of past research with recommendations for modifications and future research, *Journal of Consumer Research*, 1988, 15(3),pp.325-343.
- [22] Lin L, Lee L. Perceptions of senior managers toward knowledge – sharing behaviour*Management Decision* 2004, 42(1),pp. 108-25.
- [23] HancockG R ,Freeman M R . Power and sample size for the root mean square error of approximation test of not close fit in structural equation modeling, *Educational and Psychological Measurement*. 2001, 61 (5), pp.741-758.
- [24] Joreskog K , SorbomD. *LISREL 8: “Structural Equation Modeling with the SimplisCommand Language*. Chicago, IL: Scientific Software International Inc.1993.
- [25] Donald M RP, Ho MHR. Principles and Practice in Reporting Statistical Equation Analyses, *Psychological Methods*, 2002, 7 (1),pp. 64-82.
- [26] Straub DW . Validating instruments in MIS research, *MIS Quaterly*, 1989,13(2), PP. 147-69.
- [27] Hair JF, JAnderson J R , Tatham RE ,Black R L WK .*Multivariate Data Analysis with Readings*, 5<sup>th</sup> ed., Prentice-Hall, .1998 .
- [28] MiddlestadtSE, Fishbein M, Chan DKS . “The effect of music on brand attitude. Affect or belief based change.1993, pp. 149-67.
- [29] Prodromos D, Chatzoglou C, Vraimaki E .Knowledge-Sharing behaviour of bank employees in Greece, *Business Process Management Journal*, 2015,15(2), pp.245-266.
- [30] Khine MS. Application of Structural Equation Modeling in Educational Research and Practice,2013,pp. 3–21.
- [31] Tabachnick BG , Fidell LS.*Using multivariate statistics*. Boston: Pearson/Allyn &Bacon.2007,pp.1-24.
- [32] Mohsen Shafiei Nikabadi, Maedeh Dehghan, Maraym Farmanian-Arani, “The Effect of Knowledge Management Strategies on Performance of New Product Development in Knowledge-Based Companies”, *Indian Journal of Science and Technology*, 2015 Apr, 8(S7), Doi no:10.17485/ijst/2015/v8iS7/70152.