

Knowledge Management and Extra-role Behaviour: The Role of Organisational Culture

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ABSTRACT

Many policy makers and managers are yet to know the role that organisational culture play with regards to knowledge management and employee discretionary behaviour. It is based on this premise that this study unveils the curtain behind the role of workplace culture on the relationship between knowledge management and extra-role behaviour. Twenty ICT firms operating in the Southern part of Nigeria were surveyed using simple random sampling technique. Cross sectional research survey was employed. Copies of questionnaire were used to collected data from the respondents'. Face validity was used to ascertain the validity of instrument while Cronbach α was used to ascertain the reliability of the instrument. Kendall Coefficient of Concordance was employed to analyse the hypotheses in conjunction with Pearson Partial Correlation for moderation analysis. This study found that corporate culture moderates the relationship between knowledge management and extra-role behaviour. This study concludes that knowledge management that is measured in terms of knowledge acquisition, knowledge sharing, knowledge storage and knowledge application enhances extra-role behaviour in ICT firms in Port Harcourt, Nigeria. This study recommends that managers of information and communication technology firms should embrace knowledge management in their workplaces to promote extra-role behaviour amongst its employees.

1. Introduction

Businesses in developing countries such as Nigeria have embraced information and communication technology in the diversification of its operational architecture through human capital development and utilization. Knowledge culture has improved small and medium enterprises in developing countries like Nigeria. Thus, business practitioners and policy makers are beginning to make adjustments in service delivery, customer attraction strategies, market ownership, and competition as well as customer retention mechanisms as a result of digital explosion leading to knowledge economy. Knowledge economy is very significant to every business owners and their clients as virtually every activities are been carried out in the space. Brent & Vital (2007) added that knowledge in the digital age is considered as one of the main sources of achieving competitive advantage especially in a dynamic and unforeseen environment. In order to maintain the symposium of ensuring that relevant, comprehensive, reliable and timely information availability, information and technology based firms applies knowledge management tactics to maintain market space. Knowledge is acquired when business environment triggers opportunities from customers' demand (Edeh & Ukpe, 2019).

Supporting the above contention, McShane & Von Glinow (2018) opined that acquiring knowledge is all about bringing in knowledge from the external environment as well as through discovery. They also added that knowledge acquisition occurs through environmental scanning, such as actively monitoring consumer trends, proposed government legislation, and competitor activities (McShane & Von Glinow, 2018). Knowledge management has contributed positively to growth,

diversification of both small and medium enterprises. Gilley et al., (2009) added that knowledge management increase firm's intellectual capital. Santosus & Surmacz (2001) suggested that application of knowledge management in businesses results to improved efficiency, higher productivity and increased revenues. Barth (2002) on the other hand, accentuates that knowledge management increases effectiveness of firms which produces greater customer value. It has been shown that knowledge management contributes positively to product and process innovation quite apart from organizational adaptation and change (Earl, 2001).

In line with the above, employees and managers of information and communication technology can be successful when each individual exhibit discretionary behaviour also known as organisational citizenship behaviour or extra-role behaviour. Extra-role behaviour is a helping behaviour that one displays out of ingenuity to cover up his/her colleagues' lapses or absence in order to enhance performance. McShane & Von Glinow (2018) opined that workers that help others always possess higher task performance because they receive more support from colleagues. McShane & Von Glinow (2018) went further to contend that extra-role behaviours' enhances performance of teams especially where members are interdependent on one another. Eketu & Edeh (2015) added that extra-role behaviour bring about business expansion, increase profit margin and enhance organisational productivity. Previous trends of thoughts on knowledge management revealed that it predicted other organizational variables other than extra-role behaviour (Nwaiwu & Imafidon, 2017; Abdallah & Tasneem, 2015; Ali et al., 2015). These trends of studies have created a lacuna. This is what motivated the researchers to investigate the role of organisational culture on the relationship between knowledge management and extra-role behaviour.

2. Literature Review

Knowledge management (KM)

The etymology of knowledge management was constructed from knowledge albeit the existence of knowledge in human beings cannot be easily noticed unless if people are giving the opportunity to make contributions towards problem solving. Knowledge has been defined as an organized alliance of data, absorbed with prescribed rules, procedures and operations acquired through working experience and practice (Kaweewisultrakul & Chan, 2007; Keskin, 2005). Knowledge especially in its application consists of two features; tacit knowledge and explicit knowledge (Nonaka, 1994; Polanyi, 1966). Tacit knowledge is concerned with the process of understanding which cannot be easily understood since it cannot be captured very easily (Davenport & Prusak, 2000); but it can be transferred only by means of interactions with other individuals in the enterprise through work experiences, attitudes, feelings as well as practices (Coulson-Thomas, 2004). On another hand, explicit knowledge is concerned with information that can easily be codified, transferred and share to other employees (Davidson & Voss, 2002) in the form of manuals, fact sheets, pictures, charts and diagrams (Nonaka, 1994). Early research on knowledge management indicate that knowledge management involves complicated process and activities that create, identifies, shares, and adjust of the organisation knowledge (Nonaka, 1994). Santosus & Surmacz (2002) accentuates that knowledge management consists of understanding the development and accessing of tacit knowledge (the information and wisdom that only exists in the minds of the organization's employees). Whereas, Barth (2002) contended that knowledge management is concerned with maximizing the knowledge assets in a firm and recognizing the combination of information, knowledge, and wisdom that both humans and digital files (e.g., excel spreadsheets, e-mail, word documents) possess. Knowledge management involves individuals sharing of their experience, skills, ideas, context, interpretations, judgments, intuition and motivations (Ahmed et al., 2002).

Knowledge management refers to how information is managed within the enterprise by steering the strategy, structure, culture, systems as well as the capacities and attitudes of individuals with regard to their own knowledge (Beijerse, 2000). As an effort to improve useful knowledge, McInerney (2002) added that knowledge management is a step to improve useful knowledge within the enterprise. Deviating from the above argument, Siadat et al., (2014) argued that knowledge management comprises of processes of brining knowledge and information in the organization together and creating a suitable working environment for production and applying the knowledge to solve enterprise problems. On the other hand, Chawla & Joshi (2010) elucidate that knowledge management is the identification, analysis of available and required knowledge in order to achieve enterprise objectives. In simpler dimension, knowledge management is concerned with knowledge acquisition, knowledge dissemination and its application (Darroch, 2003; Lee & Yang, 2010; Kiessling et al., 2009).

Many scholars have validated several dimensions of knowledge management using different semantics. Gilley et al., (2009) conceptualization include knowledge gathering, knowledge organizing, knowledge refining; and knowledge dissemination. Nasiripour et al., (2012) validated policies and approaches, leadership system, bonus and promotion systems, knowledge acquisition, training system. Others include knowledge identification, knowledge capture, knowledge development,

knowledge sharing, knowledge dissemination, knowledge application and knowledge storage (Probest et al., 2000); knowledge acquisition, knowledge creation, knowledge storage, knowledge transfer, knowledge application (Marquardt, 1996); knowledge capture, knowledge organization, knowledge storage, knowledge dissemination, and knowledge application (Lawson, 2003); knowledge acquisition, knowledge dissemination, knowledge conservation and knowledge retrieval (Edeh & Ukpe, 2019). Drawing from the extant literature, knowledge acquisition, knowledge sharing, knowledge storage and knowledge application will serve as dimensions of knowledge management in the information and communication technology firms.

Knowledge acquisition: Acquisition of knowledge refers to the ability of an organization to identify access and collect the internal and external knowledge that is necessary for its activities (Gold et al., 2001; Zahra & George, 2002). May-Chiun et al., (2017) contended that knowledge acquired can be classified into explicit and tacit forms where it includes the customers' knowledge and problems solving knowledge. Colakoglu (2009) added that knowledge acquisition is concerned with activities that involve the identification and attainment of external explicit or tacit knowledge that is important to the firm's operations. In another dimension, May-Chiun et al., (2017) added that acquired knowledge can be typologies into explicit and tacit where it includes the customers' knowledge and problems solving knowledge. In line with the above argument, research hypothesis on knowledge acquisition is hereby formulated.

HO1: knowledge acquisition has no significant relationship with altruism

Knowledge sharing: Knowledge sharing refers to distributing knowledge throughout the organization. This mainly occurs through formal and informal communication with coworkers, as well as through various forms of in-house learning (McShane & Von Glinow, 2018). Knowledge sharing is a building block for the success of the organization and it is being adopted as a survival strategy (Witherspoon et al., 2013). From the above contentions, the second research hypothesis is formulated.

HO2: knowledge sharing has no significant relationship with courtesy

Knowledge Storage: Knowledge storage is the process of retaining knowledge, which is known as organizational memory (McShane & Von Glinow, 2018). For instance, some knowledge is built in the firm's systems and structures as intellectual capital. Another strategy is to actively document knowledge when it is created by debriefing teams on details of their knowledge of clients or product development (McShane & Von Glinow, 2018). Based on the above contentions the third research hypothesis is hereby formulated.

HO3: knowledge storage has no significant relationship with conscientiousness

Knowledge application: Knowledge application means activating knowledge to create value in the organization, which can be reflected in innovations, creations and new products (Miils & Smith, 2011). Autonomy is another important condition for knowledge use; employees must have enough freedom to try out new ideas (McShane & Von Glinow, 2018). Knowledge use also flourishes where workplace norms strongly support organizational learning (McShane & Von Glinow, 2018). Drawing from the above argument, the fourth research hypothesis is hereunder formulated.

HO4: Knowledge application has no significant relationship with sportsmanship

Nonetheless, previous trends of thought have been documented in literature. Nwaiwu & Imafidon (2017) finding on knowledge management and organisational survival of telecommunication firms in Port Harcourt revealed that the knowledge management competencies predicted the survival of telecommunication firms through adaptability and flexibility. Abdallah & Tasneem (2015) finding on the role of knowledge management in building employees' brand commitment showed that knowledge sharing is the most affective variable on employees' brand commitment, and consecutively; knowledge creation and knowledge storage. Reza (2015) result on the effect role of knowledge management on organizational innovation in University of Iran revealed that knowledge management predicted organizational innovation. Ali et al., (2015) finding on relationship between knowledge management and organizational learning within middle and senior managers of Iranian public organizations showed that knowledge management measured in terms of knowledge acquisition, knowledge storage, knowledge sharing and knowledge utilization has positive significant relationship with organizational learning.

Extra-Role Behaviour (ERB)

Extra-role behaviour (ERB) is work-related behaviours that are discretionary, not associated with the formal organisational reward system (Organ, 1988). Extra-role behaviour involves predispositional traits to be cooperative and conscientious and reflect through attitudes fair treatment from the organization (Luthans, 2011). Aondoover & Ernest (2013) stressed that extra-role behaviour is employee actions in support of the organization that are outside the scope of their job description. In

terms of contributions, it is the behaviour of individuals who make a positive overall contribution to the organization (Organ, 1994; LePine et al., 2002; Bolino & Turnley, 2003). Bateman & Organ (1983) perceived extra-role behaviour as an extra task associated with workers behaviours, which goes above and beyond the routine duties enshrined by their job descriptions or measured in formal evaluations. Extra-role behaviour has been regarded as subordinates' activities that support both the internal and external organisational environment beyond the job role (Podsakoff et al., 2009; Borman & Motowidlo, 1997). Robbins & Judge (2018) elucidated that it is a discretionary behavior that is not part of an employee's formal job requirements, and that contributes to the psychological and social environment of the workplace. Turnipseed & Rassuli (2005) viewed it as a way of defending the organization when it is criticized or urging peers to invest in the organization; which implies 'going beyond the call of duty'. Robbins & Judge (2018) added that extra-role behaviour include people talking positively about their organizations, helping others, and going beyond the normal expectations of their jobs.

However, the dimensionality of extra-role behaviour (ERB) originality spanned from Organ (1988) conceptualization of five discretionary antecedents namely; altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Altruism is a voluntary helping behaviour exhibited by subordinates to assist colleagues to complete assigned task, Organ,1990). Conscientiousness otherwise known as organisational compliance refers to when employee respects with religiosity all the laws and regulations, even when nobody is watching (Podsakoff et al., 2000). Also, Organ et al., (2006) added that conscientiousness is a totality of employee helping behaviours which may have immediate positive effect on the organisation. Civic virtue refers to an employees' feeling of being part of the organizational whole in the same way a citizen feels a part of his or her country (Desta, 2018; Mushtaq & Umar, 2015; Organ, 1988). Sportsmanship refers to the availability of a person to have a behavior that may permit him/her to avoid imminent conflictual situations that may occur in an Organisation (Organ, 1990). Courtesy refers to discretionary behaviours of workers whereby some destructive actions are usually avoided (Organ, 1990).

Previous empirical studies on extra-role behaviour (ERB) have shown positive effect on work outcomes (Mahooti et al., 2018; Ghasem et al., 2016; Sharma, 2017; Kaveh et al., 2013). Desta (2018) examined organizational citizenship behaviour and employees' performance assessment in Dire Dawa University. Desta's findings showed that employee's performance is correlated positively and significantly to discretionary behaviour dimensions. Knez et al., (2019) findings on the links between work-related identification and extra-role behaviour in Swedish public sector revealed that work related self has significant relationship with dimensions of altruism, conscientiousness and civic virtue. Hossein et al., (2015) results on the effect of social capital on organizational citizenship behaviour showed that social capital has direct relationship with organizational citizenship behaviour.

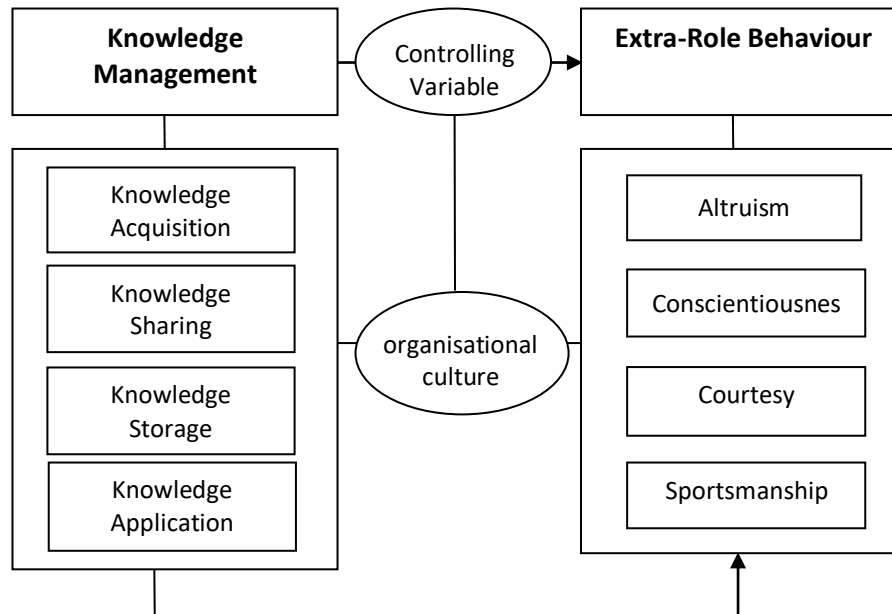
Organisational Culture (OC)

Robbins & Judge (2018) affirmed that organisational culture creates distinctions between firms. It also transfers a meaning of belonging for members of the same organisation; facilitates emotional attachment to something greater than ones interest; and energizes the resilient of organisational system (Robbins & Judge, 2018). Ehteshamul & Muhammad (2011) asserted that organisational culture helps members of a particular organisation to understand what their firm stands for, its operation, and its area of focus as well as scope of practice. In addition, McShane & Von Glinow (2018) argued that organisational culture assist workers make sense of what goes on and why things happen in the firm; and also it serve as social glue that bonds individuals together and makes them feel part of the firm experience.

However, the culture of every organization can either be strong or weak. Jones & George (2017) asserted that when organizational members share an intense commitment to cultural values, beliefs as well as procedures and apply them to achieve their goals, a strong organizational culture exists but when organizational members are not strongly committed to a shared system of values, beliefs and procedures transmitted to them by founding members, corporate culture is termed to be a weak one. Tsai (2011) added that a firm with a strong culture possesses common values and ethical behaviour for its workers, which assist them to accomplish their objectives. Organisational culture that promotes employees are through recognitions encourages the workers to be affectively committed to the philosophies that hold the firm together. Meanwhile, research by O'Reilly et al., (1991); and Chatman & Jehn (1994) show that organisational culture of most firms is characterized with innovation and risk taking; attention to detail; outcome orientation; people orientation (respect for people); team orientation; aggressiveness; and stability. Cameron & market ,organisational culture includes clan culture (1999) Quinn adhocracy culture and hierarchy cultu ,culturere. In line with the above argument, the fifth research hypothesis is hereunder formulated.

H05: organisational culture does not moderate the relationship between knowledge management and extra-role behaviour

Figure 1: Research framework



3. Methodology

Cross-sectional research survey was employed. Twenty (20) ICT firms were selected using simple random sampling technique. Sample frame of four hundred and fifteen (415) workers were surveyed from twenty ICT firms in Port Harcourt, Nigeria. Sample size of one hundred and ninety nine (199) was ascertained with Krejcie and Morgan (1970).

3.1 Data collection method

The researchers' administered copies of questionnaire one hundred and ninety nine respondents' (top level managers, middle line managers and supervisors). Out of one hundred and ninety nine copies of questionnaire administered one hundred and seventy eight (178) copies were filled correctly and returned.

3.2 Measures

Self developed validated Knowledge Management (KM) Questionnaire (KMQ) was used to measure knowledge management dimensions with 4-items each while English version of Podsakoff et al., (1990) 24-items adjusted and validated questionnaire was used to measure extra-role behaviour (ERB) dimensions with 4-items each. All the variables were scaled on five point Likert scale ranging from 5=Strongly agree; 4=Agree; 3=Disagree; 2=Strongly disagree; 1= Neither agree nor disagree

3.3 Instrument Validity and Reliability

Face and content validity was used to ascertain the validity of the instrument. Cronbach α was used to ascertain the reliability of the instrument (Cronbach, 1951). Cronbach α results shows the following α coefficients; knowledge acquisition (0.77); knowledge sharing (0.83); knowledge storage (0.69); knowledge application (0.74); altruism (0.71); and courtesy (0.85); conscientiousness (0.86); sportsmanship (0.73). Nunnally & Bernstein (1994) argued that the benchmark for instrument reliability should be between 0.7 and 0.8 α coefficients.

3.4 Data analysis Technique

Kendall's Coefficient of Concordance (tau_b) was used to analyse hypotheses one to four while Pearson Partial Correlation Coefficient was used to analyse the moderating role of organisational culture on the relationship between knowledge management and extra-role behaviour.

4. Results and Discussion

Table 1: Descriptive Statistics of KM and ERB

| | N Stat | Min Stat | Max Stat | Mean Stat | Std. Dev. Stat | Skewness Stat | Std. Err. Stat | Kurtosis Stat | Std. Err. Stat |
|--------------------|-----------|-------------|-------------|--------------|-------------------|------------------|-------------------|------------------|-------------------|
| KAQ | 178 | 1.00 | 5.00 | 3.6292 | 1.41327 | -.716 | .182 | -.833 | .362 |
| KSH | 178 | 1.00 | 5.00 | 3.6966 | 1.41345 | -.820 | .182 | -.689 | .362 |
| KST | 178 | 1.00 | 5.00 | 3.6685 | 1.43689 | -.730 | .182 | -.897 | .362 |
| KAP | 178 | 1.00 | 5.00 | 3.7247 | 1.34356 | -.757 | .182 | -.683 | .362 |
| COU | 178 | 1.00 | 5.00 | 3.6798 | 1.35034 | -.736 | .182 | -.734 | .362 |
| SPORT | 178 | 1.00 | 5.00 | 3.6067 | 1.32014 | -.599 | .182 | -.854 | .362 |
| CONS | 178 | 1.00 | 5.00 | 3.6124 | 1.41072 | -.678 | .182 | -.931 | .362 |
| ALT | 178 | 1.00 | 5.00 | 3.6573 | 1.44209 | -.765 | .182 | -.850 | .362 |
| Valid N (listwise) | 178 | | | | | | | | |

All the variables on table 1 above have Skewness and Kurtosis ratios less than 2 affirming the assumption of normality (Weinberg and Abramowitz, 2002).

Table 2 Correlation Matrix of KM & ERB

| | | ALT | COU | CONS | SPORT | |
|--------------------|-----|-------------------------|--------|--------|--------|--------|
| Kendall's tau_b | KAQ | Correlation Coefficient | .772** | | | |
| | | Sig. (2-tailed) | .000 | | | |
| | | N | 178 | | | |
| | KSH | Correlation Coefficient | | .718** | | |
| | | Sig. (2-tailed) | | .000 | | |
| | | N | | 178 | | |
| | KST | Correlation Coefficient | | | .821** | |
| | | Sig. (2-tailed) | | | .000 | |
| | | N | | | 178 | |
| | KAP | Correlation Coefficient | | | | .761** |
| | | Sig. (2-tailed) | | | | .000 |
| | | N | | | | 178 |

** . Correlation is significant at the 0.05 level (2-tailed).

Table 2 above shows the correlation analysis between knowledge management (KM) and extra-role behaviour (ERB). Results showed that knowledge acquisition (KAQ) has a positive significant relationship with altruism (ALT) (.000<0.05) with high correlation coefficient (.772**). The p-value (.000) is less than level of significance (0.05) which implies that the null hypothesis is rejected and alternate hypothesis accepted. From the result, knowledge sharing (KSH) has a positive significant relationship with courtesy (COU) (.000<0.05) with high correlation coefficient (.718**). Knowledge storage (KS) has a positive significant relationship with altruism (ALT) (.000<0.05) with high correlation coefficient (.821**). Knowledge application (KAP) has a positive significant relationship with sportsmanship (SPORT) (.000<0.05) with high correlation coefficient (.761**). This implies that as knowledge acquisition (KAQ) increases, altruistic behaviour of employees will also increase to achieve organisational goals. Secondly, when knowledge is shared amongst employees, it makes them to dissociate themselves from counterproductive behaviours that will not promote the image and progress of the organisation. Thirdly, when knowledge is stored in databases, whenever similar problem arises in the workplace, reference will be made to the conserved knowledge and this will energize employees to engage in discretionary behaviour that will increase organizational performance. Lastly, as conserved knowledge is applied in solving organisational problems, employees will not be murmuring but they will rather prefer to participate in organisational activities that will engender performance.

Table 3: Moderation analysis of organisational culture (OC) on the relationship between knowledge management (KM) and extra-role behaviour (ERB)

| Control Variables | | Correlations | | | |
|--------------------|----------------------|-------------------------|--------|--------|--------|
| | | KM | ERB | OC | |
| -none ^a | KM | Correlation | 1.000 | .723** | .646** |
| | | Significance (2-tailed) | . | .000 | .000 |
| | | df | 0 | 178 | 178 |
| | Extra-role behaviour | Correlation | .723** | 1.000 | .744** |
| | | Significance (2-tailed) | .000 | . | .000 |
| | | df | 178 | 0 | 178 |
| | OC | Correlation | .646** | .744** | 1.000 |
| | | Significance (2-tailed) | .000 | .000 | . |
| | | df | 178 | 178 | 0 |
| OC | KM | Correlation | 1.000 | .574** | |
| | | Significance (2-tailed) | . | .001 | |
| | | df | 0 | 177 | |
| | ERB | Correlation | .574** | 1.000 | |
| | | Significance (2-tailed) | .001 | . | |
| | | df | 177 | 0 | |

a. Cells contain zero-order (Pearson) correlations.

Table 3 above shows the moderation analysis of organisational culture on the relationship between knowledge management (KM) and extra-role behaviour (ERB). The probability values (.000; .001) are lesser than the level of significance (0.05) which indicates that the result is significant. The correlation coefficients (.723; .574; .646; 574; .744) are moderates and high. This implies that corporate moderates the relationship between knowledge management (KM) and extra-role behaviour (ERB).

Drawing from the above results, this study found that organisational culture moderates the relationship between knowledge management (KM) and extra-role behaviour (ERB). In specific terms, knowledge acquisition was found to have positive significant association with altruism. Knowledge sharing also has positive significant relationship with courtesy. This study also found that knowledge storage has positive significant association with conscientiousness. Lastly, knowledge application has positive significant relationship with sportsmanship. These findings are in line with Ali et al., (2015). Their findings revealed that knowledge management measured in terms of knowledge acquisition, knowledge storage; knowledge sharing and knowledge utilization has positive significant relationship with organizational learning.

5. Conclusion

This study concludes that knowledge management that is measured in terms of knowledge acquisition, knowledge sharing, knowledge storage and knowledge application enhances extra-role behaviour in ICT firms in Port Harcourt, Nigeria. Specifically, this study concludes that when knowledge is acquired within the same organisation, employees will exhibit altruistic behaviour. Secondly, knowledge sharing amongst coworkers will enhance courtesy behaviour in the workplace. Thirdly, knowledge storage will stimulate conscientiousness behaviour amongst the employees of ICT firms. Lastly, the application of knowledge that was acquired, disseminated and stored in solving organisational problems will improve the spirit of sportsmanship within the workplace.

Drawing from the above, the implication of this study to managers of information and communication technology firms is that; they should embrace knowledge management in their workplaces to promote discretionary behaviour amongst its employees. However, future research can investigate moderating role of organisational structure in the relationship between knowledge management and extra-role behaviour. Lastly, future investigation should also examine the effect of knowledge management on organisational performance in the same industry. With these future researches, the findings of knowledge management roles on other variables will enriched the body of knowledge in terms of different dimensions of knowledge management that have been validated by different researchers across the globe.

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