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The Effects of Knowledge Sharing and Organizational Citizenship Behaviors on Creative Behaviors in Educational Institutions

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Abstract

Most of the organizations seek ways to survive in today's competitive environment. Employees need to be informed about their organisations and motivated to be able to show creative behaviors. Sharing needed information with employees empowers them and that allows them to show voluntary behaviors in favor of their organizations. OCB includes that voluntary behaviors. In this study, Information Sharing and Organizational Citizenship Behaviors are examined in terms of Creative Behaviors. The survey of this study is conducted on 220 personnel of an educational institution in Turkey. The obtained data from the questionnaires are analyzed through the SPSS statistical software.

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1.Introduction

Compared with other organizational factors, knowledge becomes gradually the most important factor of them. Knowledge is valuable when it is shared with other employees (Renzl, 2008 : 208). In today's dynamic global business environment, knowledge is seen as a source of strategic competitive advantage of the organizations (O'neill & Adya, 2007 : 1). There are many definitions for knowledge. Overall Tiwana defined Knowledge as "Knowledge is a fluid mix of framed experience, values, cotextual information, expert insight and grounded intuition that provides an enviroment and framework for evaluating and incorporating new experiences and information". It would be wrong to think of creativity without knowledge. Organizational succes and the basic requirement of being a leader in the market, is through the creation of consistent innovation (Demirel & Sekin, 2008 : 190). To be creative and innovative the employees need to work together and share voluntarily the needed knowledge. Organizational Citizenship Behavior has a very big influence on the employees performance and effectiveness (Yulianti, 2014 : 98). These performance and effectiveness includes creative behaviors through the OCB (Oldham and Cummings, 1996 : 610). Instead of organizing small improvements, organizations create innovative and creative ideas which make big differences in the business life to struggle to protect their assets (Yıldırım, 2007:110). Creativity is problem-solving capacity, or the capacity to produce a new product that is acceptable in the business culture (Nickerson,1992: 392). Many businesses are aware of the importance of creativity, but they do not have enough knowledge and experience about how to improve it. Arthur Schawlow Nobel prize winner in physics, explained the difference between highly creative and less creative scientists when he was asked: "The labor of love aspect is important. The most successful scientists often are not the most talented. But they are the ones who are impelled by curiosity. They've got to know what the answer is". Amabile explained that with intrinsic motivation (Amabile,1997:39) . Finkelstein find a very meaningful relationship between OCB and intrinsic motivation ; concerning to her, intrinsically motivated individuals engage in an

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activity, including OCB finding reward in the behavior itself (Finkelstein,2011:22). There are many definition for creativity. Amabile's creativity definition is mostly accepted than the other definitions in the literatur. She defined creativity as "creativity is simply the production of novel, appropriate ideas in any realm of human activity, from science, to the arts, to education, to business, to everyday life" (Amabile,1997:40) . Organ (1988: 4) defined organizational citizenship behaviors as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization." Employees exhibiting organizational citizenship behavior are expected to show more creative behavior and try to show more activities that will provide more benefit compared to other employees in favor of organizations they work for. Employees who easily access to the information they need and show OCB will be more creative compared with others. However, the relationship among, knowledge sharing, organizational citizenship behaviors and creative behaviors are not examined enough. In order for the employee to demonstrate creative behaviors , it seems necessary to build a culture of knowledge sharing and a work climate in which employee can exhibit OCB's. Thus, the purpose of this research is to examine and compare the effects of knowledge sharing and organizational citizenship behaviors on creative behaviors in educational institutions..

2. Literature Review And Hypotheses

Organizational citizenship behavior is within the scope of research on organizational behavior. Organizational citizenship behavior, which emerged as an independent concept in the 1980s, has become the focus of attention today. The development of Knowledge - communication technologies, and the effects of globalization, has led to an inevitable transformation in institutional and social dimensions. This transformation is considered as "informatics revolution" or "knowledge society" today (Yıldırım U., Öner Ş., 2004:1). In order to achieve superiority over the competition businesses want to keep Knowledge in their hands and to take advantage of as much of the knowledge technology in Knowledge society (Selvi Ö., 2012:1). It is stated that, the most important elements of knowledge sharing in organizations are individuals and individual information. Information can not be produced without the individuals in the organization. Unless sharing information among employees and groups in the organization, it is an undeniable truth that the organizational effectiveness will be limited (Karaaslan, et. al., 2009:136). By knowledge sharing it is concerned that the parties share knowledge without any coerce but only as a result of compromis (Yeniçeri & Demirel, 2007: 222).

Today, there is a pressure on the organization; to be dynamic, proactive, effective and able to respond quickly to change, innovative and creative. To handle this pressure, OCB has risen to the forefront to be a successful organization (Lapierre ve Hackett, 2007: 539). Employees as organizational citizens will show creative behaviours when they get the information that they need. OCB and knowledge sharing play a very important role in business life effecting employees to show creative behaviours.

2.1.Knowledge Sharing

Knowledge has been commonly known as the major source for creating an organization's sustainable competitive advantage (Fang, Y.,et al.,2010:42). Collins and Hitt (2006:148) illustrated in their study that knowledge sharing is an accumulation of social capital for an organization as if there is an adequate social capital is available then the knowledge possessed by an individual can be shared efficiently and effectively in the organization. Nevertheless the willingness of the members to share their knowledge with other members based on the organizational structure and social relations in the organization (Islam T. et al., 2012:795). The importance of organizational knowledge has supported several knowledge management activities that are intended to realize knowledge creation, retention and distribution (Bock, G.W., et al.,2010:99). In fact, the knowledge of human resources, customers, innovations and processes consist of managerial intellectual capital that will be incorporated into decisions (Shang, S.S.C., et al.,2009:99). However, the transition of knowledge across individuals and organizational boundaries, and into organizational practices relies heavily on individual employees' knowledge sharing behavior (Bock, G.W., et al., 2005:101). When individuals are psychologically attached and identified with an organization, they trust and interact with other organizational members and make it easy and comfortable to share knowledge with them (Islam T. Et al., 2012:795). Social factors are more deterministic than extrinsic benefits in knowledge -sharing behaviors (Bock, G.et al., 2005:99)

Knowledge sharing potentially carries the meaning, to share sensitive knowledge about costs, productivity, financial and performance with employees of the organization's (Scott et al., 2004:333). With knowledge sharing, managers strengthen teams that can take their own decisions. This dimension creates a situation for workers to understand the meaning of their work, to feel being of competence in fulfilling the business and have an impact in the direction of the organization where they feel themselves better (Bandura, 1982:122). In other words, knowledge sharing constitutes the basis of empowerment. The sharing of sensitive and important knowledge will allow employees to understand the duties and responsibilities , organization and the top management's judgments and behaviors. Trust, mutual understanding and communication resulting from this

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