Investigation of the Influence of Organizational Incivility on Tendency toward Knowledge Sharing at Shiraz Social Security Organization

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Objective: The current study investigated the influence of organizational incivility on tendency to knowledge sharing in the employers of Shiraz Social Security Organization. 234 employers were selected based on Morgan & Krejcie tables (1970) to fulfill the statistical analysis and the research questionnaire was distributed among them. 212 questionnaires out of the whole were assigned to the researches in order to be analyzed statically (return rate, 90%). Then, the relationship among the research variables was determined through Pearson correlation calculation. T-test of independent groups was utilized to investigate the difference between women and men in the research variables. ANOVA was used to investigate the differences between research variables in various educational groups and occupational records. Statistical analysis results indicate the significant negative relationship between organizational incivility and tendency to knowledge sharing, the significant positive relationship between organizational cooperation atmosphere and knowledge sharing intention, and the significant negative relationship between organizational incivility and organizational cooperation atmosphere. The multiple hierarchy Regression analysis results also indicated that the organizational cooperation atmosphere modulate the relationship between organizational incivility and knowledge sharing intention.

INTRODUCTION

Some research began through Baron & Newman basic research to investigate the reasons and results of incivility at the organization. The researcher figured out that the most desecration is not occurred by the direct assault or attack to the addressee, but it somehow happens indirectly. Uncivilized behavior has been defined under the aberrant behavior whose characteristic is to sass alongside insulting to the others and regulation of the workplace. Most research undertaken regarding to incivility atmosphere and behavior at the organizations has the theoretical base, due to the limitation to conduct the free research about the management science. According to Anderson & Pearson the social exchange theory of Peter Blav develops the theoretical framework to study incivility at workplace (incivility atmosphere) which basically has the interaction nature.

Since Anderson & Pearson study, the other researchers such as Pearson, Anderson & Porath, Johnson & Indvik, Lim & Cortina, and Pearson & Porath attempted at defining a theoretical framework to pinpoint the anticipations and results of organizational uncivilized atmosphere. The results of the researches were important as they disclosed the significance of organizational uncivilized atmosphere to the public and called the investigation of this issue more. Nevertheless, there are a few experimental research which demonstrate the way that organizational uncivilized atmosphere disturbs the organizational performance and mobility. Consequently, a few specialists have found out the fundamental need for managing incivility at the workplace and designing and fulfilling the preemptive efficient actions. Therefore, the fundamental requirement is the experimental researches to be done, so that it describes the way uncivilized atmosphere (incivility) in organization influence on the organization performance. The study is focused upon the knowledge sharing as the competitive advantage resources and a vital element for each organization survival. Unlike the organizational uncivilized atmosphere, lots of attentions have been paid to the knowledge sharing in the researches. Although a great deal of research investigated the knowledge sharing facilitators, a few researches are focused upon the knowledge sharing limitations at the workplace.

The further previous studies regarding to the knowledge sharing have deemed the positive and friendly organization in their studies automatically which intimacy and confidence are existence in them (two factors...
which facilitate the knowledge sharing), however, intimacy confidence naturally cannot be gained without programmed strive. So, it is important to familiar with the knowledge sharing limitations and prevents them to grow in the organizations. In the current study, the organizational uncivilized atmosphere has been supposed as a potential limitation to prevent from the active knowledge sharing among the organization members, since it can destroy optimized social relationship among the organization members and perish the confidence and intimacy (two knowledge facilitator basic factors). On the other hand, situational variables such as the positive atmosphere of cooperation and respect can be the key element in balancing the uncivilized atmosphere preemptive role in knowledge sharing at organization. The situational variable has been investigated more as the significant element in knowledge sharing at studies. According to Sveibi & Simons, prosperity in knowledge management actions depends on the way cooperation and confidence appear in the organizational culture. They came to the conclusion that inward cooperation atmosphere, direct supervisor, and colleagues in an occupation group play the most important role in knowledge sharing. When the cooperation is settled in the organization, the trust among individuals increase and they will have more tendency toward solving the problems and attempt to find the effective and efficient communicational approaches [35]. With regard to the presented evidences it can be expected that the more incivility increases in the organizations, the less knowledge sharing occurs, on the other hand the evidences demonstrate that organizational cooperation atmosphere can have positive influence on knowledge sharing at the organizations. Regarding that the present study strives to investigate the relationship between organizational uncivilized atmosphere and knowledge sharing at the organization, the role of organizational cooperation atmosphere also will be investigated as a modulator variable in this relationship.

**Research hypotheses:**

The first hypothesis: there is a significant negative relationship between organizational incivility atmosphere and knowledge sharing intention.

The second hypothesis: there is a significant relationship between organizational incivility and organizational cooperation atmosphere in Shiraz Social Security Organization.

The third hypothesis: there is a significant relationship between organizational cooperation atmosphere and knowledge sharing intention in Shiraz Social Security Organization.

The forth hypothesis: organizational cooperation atmosphere modulates the relationship between organizational incivility and knowledge sharing intention.

**Method:**

The present study is descriptive and correlation. The research population includes 600 managers and employers of Shiraz Social Security Organization.

The sample was estimated 234 according to Morgan & Korjesi table. The questionnaires were distributed based on simple random sampling and 212 questionnaires were accumulated ultimately and were tested (the questionnaire return rate, 90%).

In the study, the questionnaire was used to collect the data to evaluate the research variables. Hales questionnaire (1998) was used to evaluate the organizational cooperation atmosphere. Bock and Kim questionnaire (2002) was utilized to estimate the knowledge sharing intention, and Martine & Hale scale [23] was used to measure the organizational incivility.

**Reliability and validity:**

Cronbach’s alpha coefficient has been calculated for the total variables and they are presented in the following table:

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach’s alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incivility</td>
<td>0.78</td>
</tr>
<tr>
<td>Knowledge sharing intention</td>
<td>0.82</td>
</tr>
<tr>
<td>Organizational cooperation atmosphere</td>
<td>0.78</td>
</tr>
<tr>
<td>Total inventory</td>
<td>0.8</td>
</tr>
</tbody>
</table>

As it is observed the all variables Cronbach’s alpha is up to 0.78%. This implies the questionnaire reliability.

To verify the validity the items in the questionnaire were revised and confirmed by the experts to ensure the content validity.

**Data analysis techniques:**

To provide the sample description, the descriptive statistics indicators like mean, and standard deviation were calculated for each variable. The relationship between the research variables was determined through correlation coefficient calculation.
**The first hypothesis:**

\( H_0 \): there is no significant relationship between the organizational incivility and knowledge sharing intention at Shiraz Social Security Organization.

\( H_1 \): there is a significant relationship between organizational incivility and knowledge sharing intention at Shiraz Social Security Organization.

<table>
<thead>
<tr>
<th>Table 2: relationship between the organizational incivility and knowledge sharing intention at Shiraz Social Security Organization.</th>
</tr>
</thead>
<tbody>
<tr>
<td>variable</td>
</tr>
<tr>
<td>Organizational incivility</td>
</tr>
</tbody>
</table>

As it has been shown in the table 2, since significance level is less than the level error (\( \alpha=0.05 \)), so there is a significant and strong negative relationship between organizational incivility and knowledge sharing intention (\( r=0.43, p=0.001 \)) therefore \( H_0 \) is rejected and \( H_1 \) is accepted.

The second hypothesis: there is a significant relationship between organizational incivility and organizational cooperation atmosphere in Shiraz Social Security Organization.

\( H_0 \): there is no significant relationship between organizational incivility and organizational cooperation atmosphere in Shiraz Social Security Organization.

\( H_1 \): there is a significant relationship between organizational incivility and organizational cooperation atmosphere in Shiraz Social Security Organization.

<table>
<thead>
<tr>
<th>Table 3: Relationship between organizational incivility and organizational cooperation atmosphere in Shiraz Social Security Organization.</th>
</tr>
</thead>
<tbody>
<tr>
<td>variable</td>
</tr>
<tr>
<td>Organizational incivility</td>
</tr>
</tbody>
</table>

Table 3 Pearson correlation coefficient organizational incivility and organizational cooperation atmosphere

As it has been shown in the above table, there is a significant negative relationship between coefficient organizational incivility and organizational cooperation atmosphere (\( r=0.339, p=0.000 \)), but the relationship rate is a little.

The third hypothesis: there is a significant relationship between organizational cooperation atmosphere and knowledge sharing intention in Shiraz Social Security Organization.

\( H_0 \): there is no significant relationship between organizational cooperation atmosphere and knowledge sharing intention in Shiraz Social Security Organization.

\( H_1 \): there is a significant relationship between organizational cooperation atmosphere and knowledge sharing intention in Shiraz Social Security Organization.

<table>
<thead>
<tr>
<th>Table 4: Relationship between organizational cooperation atmosphere and knowledge sharing intention in Shiraz Social Security Organization.</th>
</tr>
</thead>
<tbody>
<tr>
<td>variable</td>
</tr>
<tr>
<td>Organizational cooperation atmosphere</td>
</tr>
</tbody>
</table>

Table 4 Pearson correlation coefficients between organizational cooperation atmosphere and knowledge sharing intention

As it has been shown in the above table, there is a significant positive relationship between the organizational cooperation atmosphere and knowledge sharing intention, so the null hypothesis is rejected and \( H_1 \) is accepted (\( r=0.85, p=0.000 \)).

**Discussion and conclusion:**

The present study alluded to the negative relationship between organizational incivility and knowledge sharing intention in one hand and demonstrated the organizational cooperation atmosphere modulating influence on the above relationship.
With regard to the organizational incivility negative influence, it should be prevented to occur through an effective way or monitor them at the organizations. Organizational incivility should be followed more seriously regarding to human resources development and it plays a pivotal role to hinder it.

**The findings lead to the following discussion:**

First, the main hypothesis was accepted. The statistical analysis results allude to the presence of negative relationship between organizational incivility analysis and knowledge sharing intention. As it was mentioned in advance, each individual analysis of organizational incivility results in almost 10% changes in individual tendency to the knowledge sharing.

By and large, the more organizational incivility exists at the workplace, the more knowledge sharing intention exists with the other colleagues. The result is very important, since none of the previous research results haven’t figured out the presence of this relationship. The researchers warned that although the organizational incivility is considered as the intangible and uncertain form of aberrant behavior, it has serious consequences for the organizations and companies.

Since the present study not only describes the organizational incivility negative influence, but also points to the way these outcomes can be reduced, it uses those situational variables that regulate the relationship between organizational incivility and knowledge sharing intention. In the past, the studies have shown that organizational culture is one of the significant factors in facilitating knowledge sharing.

**REFERENCES**


