

## Studying the effects of organizational ethic and knowledge management on job performance of Oil Company staff in Gachsaran

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### ABSTRACT

The aim of the present research is studying the effects of organizational ethic and knowledge management on job performance of Oil Company staff in Gachsaran. The present research is a causal research. Participants in the study included 320 employees of Oil Company in Gachsaran, who were selected randomly. Linear regression was used to analyze the data; the desirability of variables and their parameters was tested using one-sample t-test. Eight hypotheses are examined in this research. Data collection tool is a questionnaire. Simple random sampling was used to select the statistical sample. The findings indicated that by creating ethics climate organizations can affect employees' job satisfaction, organizations managers can manage conditions and ethics behaviors in their organizations by understanding the relationship between ethics climate and work efficiency and knowledge management will be able to change and improve the way of government commercial transactions, the relationship between government agencies and citizens and enhance the value of human capital.

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### INTRODUCTION

Studying relationship between organization ethics and staff behavior is an important field of research, because ethics climate is as a factor in shaping people's attitudes and has significant effect on organizational outcomes [1]. Organizational ethics is one of the most important tools for the development of commercial and administrative activities. Professional ethics requires that some people using unacceptable methods and normal competitive conditions, and privileges in their favor at the expense of other people around the world do not attend [7]. While many organizations are including many atmospheres, the ethics atmosphere has been important for organizations and it is effective staff ethics behavior [35]. Ethics climate of the organization includes the perception of right and wrong in the organization's work environment and provides some norms for acceptance and rejection of organizational behavior. Senior managers play a key role in establishing the ethics climate of the organization. The world economy is based on information and knowledge. Advances in information technology, including computer and telecommunications technology have led to a revolution in the field of economy that has changed the type of activities and business processes in a way that previously was not be able to think. Manufacturing and service sectors both benefit from the technological revolution. The importance of information as one of the production processes is one aspect of this effect to better understanding of the customers' needs and to continually improve its manufacturing and process. In this period, the productivity capability does not depend only on capital and equipment; but it depends on the skills, knowledge and expertise of employees. Recognizing the importance of knowledge, organizations are restructuring have this opportunity [34].

Knowledge management as an efficient tool to maintain a competitive position and innovation management is considered a key factor for survival in organizations. Having good potential, knowledge management has

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been proposed for implementation in large-scale industries and small and medium industries have taken it into consideration less [10].

The aim of this study is to evaluate the ethics climate in the organization and knowledge management and their potential impact on job performance among employees Gachsaran Oil Company.

#### *Research literature:*

##### *Organizational ethics:*

The simplest definition of the concept of organizational ethics is considering it in responsibility of the work life. Organizational ethics has two rankings depending on the responsibility of the manager, a person or legal entity:

1. The individual's ethics responsibility; 2. Ethics responsibility of companies for the elements of indoor and outdoor environments; [15].

In definition of organizational ethics or business ethics some consider it as "modes of behavior common among people who have a career." [30] According to this definition, each profession, has its own professional ethics that is different from other professions [20].

##### *Knowledge management:*

Heinz considers KM as a process based on four pillars:

A – Content: that is relevant to the type of explicit or implicit knowledge.

B – Skill: acquisition of skills to extract knowledge.

C- Culture: The culture of the organization should promote the distribution of knowledge and information.

D- Organizing the existing knowledge

Crawford [12] defines knowledge management in two ways: Knowledge management as a target and knowledge management as a process. He believes that knowledge management as a target emphasizes more on knowledge exchange while in knowledge management as a process it is trying to access tacit knowledge. In other words, the management of knowledge in the process is interpreted to knowledge converting. In knowledge conversion cycle, tacit and explicit knowledge can be transformed into each other.

Yang, defines tacit and explicit knowledge as: Tacit knowledge is a kind of knowledge that exists in the minds of people. It is highly personal and cannot easily be presented in special forms. Tacit knowledge has intangible nature and consists of mental models, beliefs and knowledge of how to do the work. Tacit knowledge is simply beyond words and has not been documented.

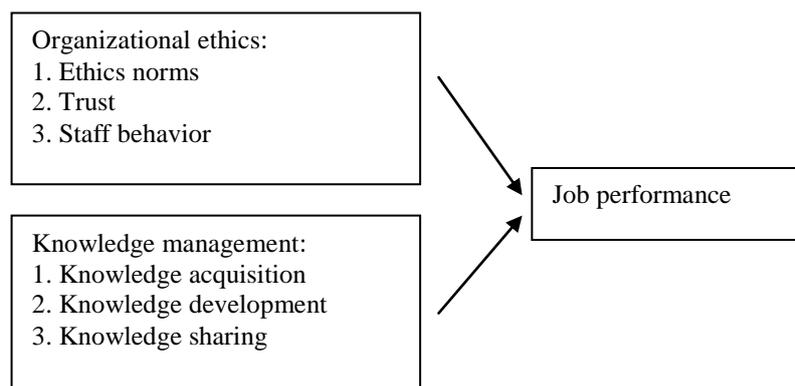
Explicit knowledge can be expressed in the form of written or spoken language and therefore it is easily transferable. It simply learned, transferred and exchanged [19].

##### *Job performance:*

Scholars and researchers believe that performance is the main issue in all organizational analysis and thinking of an organization not including valuation and performance measurement is difficult. Scholars and researchers believe that considering the organization's performance leads to the development of organizational theory and they have considered organization performance as the main theme in the practical space. So it has attracted the interest of the organization scholars, management and political science, economists, and executives managers. Evaluation and performance measurement leads to system intelligence and motivating people to be more favorable and it is the main part of the formulation and implementation of organizational policies. Performance evaluation and measurement provides feedback on the following: [24]

Fulfilling goals of evaluating the performance has the following benefits for the organization and employees:

1. Creating willingness to work and the emergence of a sense of security in employees;
2. Applying appropriate control and establishing normative standards for working that would alert the authorities and determines the quality and quantity of work that is acceptable for an organization,
3. Creating a field for excellence and advancement of talented employees;
4. Reducing grievances and complaints arising from the non-normative or inadvertent discrimination;
5. Matching the intellectual, emotional and physical wellbeing of employees with their jobs through measuring and identifying their strengths and weaknesses;
6. Qualitative and quantitative assessment of manpower in supplying organization requirements;
7. talent identification and creating interest to work for industrious people;
8. Orienting educational programs; [26].



**Fig. 1:** The conceptual model

*The research hypotheses:*

*The first main hypothesis:*

Organizational ethics has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company employees.

Subsidiary hypotheses:

1- Ethics norms have a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

2- Trust has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

3- Staff behavior has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

*The second main hypothesis:*

Knowledge management has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

Subsidiary hypotheses:

1- Knowledge acquisition has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

2- Knowledge development has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

3- Knowledge sharing has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

## MATERIALS AND METHODS

Research method is an applied one and it has causal nature. Data collection tool is questionnaire and field method is used to collect data, this means that the questionnaire is developed and distributed to the target population.

The study questionnaire consisted of 44 questions to assess the 9 variables. These questions have been raised as described order for measuring variables: Questions 1 to 5 are for measuring ethics norms variable, questions 6 to 14 are for measuring trust variable, questions 15 to 18 are for measuring Staff behavior variable, questions 19 to 25 are for measuring Knowledge acquisition variable, questions 26 to 30 are for measuring Knowledge acquisition variable, questions 31 to 33 are for measuring Knowledge sharing variable, and questions 34 to 44 are for measuring job performance variable.

The population of the study consists of all of the staff of Gachsaran oil and gas Exploitation Company (over 6,000) and Cochran's formula is used for determining the sample size for infinite populations, research method will be simple random sampling.

$$N = \frac{Z_{\alpha/2}^2 \times P(1-q)}{2} = 1.96^2 \times (0.5 \times 0.5) / (0.05)^2 = 384$$

Finally, 320 questionnaires were collected and analyzed. Simple linear regression was used to test the research hypotheses.

*Data analysis:***Table 2:** Kolmogorov-Smirnov test Jdvl2- to verify the normality of the research variables

variable	number	K-S	sig (P)
Ethics norms	320	2.16	0.26
trust	320	1.63	0.09
Staff behavior	320	1.44	0.08
Organizational ethics	320	1.32	0.06
Knowledge acquisition	320	1.10	0.18
Knowledge development	320	1.57	0.07
Knowledge sharing	320	1.68	0.12
Knowledge management	320	2.14	0.36
Job performance	320	2.67	0.36

The results of the above table show that a significant amount of all research variables are larger than the alpha value of 0.05 so it is concluded that the variables obey the normality hypothesis.

**Table 3:** the one-sample t-test to evaluate the research variables

variable	mean	SD	MD	T-test	df	sig(P)	result
Ethics norms	3.69	0.81	0.69	15.278	319	0.001	desirable
trust	3.63	0.81	0.63	13.920	319	0.001	desirable
Staff behavior	3.84	0.97	0.84	15.450	319	0.001	desirable
Organizational ethics	3.72	0.74	0.72	17.314	319	0.001	desirable
Knowledge acquisition	3.62	0.71	0.62	15.740	319	0.001	desirable
Knowledge development	3.49	0.85	0.50	10.412	319	0.001	desirable
Knowledge sharing	3.69	0.87	0.69	14.247	319	0.001	desirable
Knowledge management	3.60	0.70	0.60	15.442	319	0.001	desirable
Job performance	3.70	0.77	0.71	16.415	319	0.001	desirable

Independent t-test results show the comparison of means suggests that in the variables mentioned the studied staff has earned more average than the population; in other words, the studied sample has higher desirability in the mentioned size.

*The first main hypothesis:*

Organizational ethics has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

**Table 4:** Statistical characteristics of regression model of organizational ethics atmosphere impact on job performance

variable	B	SEB	Beta	T test (t)	R	R <sup>2</sup>	sig
The remaining	1.30	0.17	-	7.56	0.62	0.39	0.001
Organizational ethics effect on job performance	0.65	0.04	0.62	14.25			

As the results of the above table shows, the regression coefficient between organizational ethics atmosphere impacts on job performance is 0.62. Because the obtained significant amount is smaller than the significance level ( $P < 0.05$ ), so it is concluded that organizational ethics has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

The first sub hypothesis: Ethics norms have a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

**Table 5:** statistical characteristics of regression model of ethics norms impact on job performance

variable	B	SEB	Beta	T test (t)	R	R <sup>2</sup>	sig
The remaining	2018	0.18	-	11.95	0.43	0.19	0.001
Ethics norms effect on job performance	0.41	0.05	0.43	8.58			

As the results of the above table shows, the regression coefficient between organizational ethics norms impacts on job performance is 0.43. Because the obtained significant amount is smaller than the significance level ( $P < 0.05$ ), so it is concluded that organizational ethics has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

The second sub hypothesis: trust has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

**Table 6:** Statistical characteristics of regression model of trust effect on job performance

variable	B	SEB	Beta	T test (t)	R	R <sup>2</sup>	sig
The remaining	1.73	0.16	-	10.70	0.57	0.33	0.001
Trust impact on job performance	0.54	0.04	0.57	12.47			

As the results of the above table shows, the regression coefficient between trust impacts on job performance is 0.57. Because the obtained significant amount is smaller than the significance level ( $P < 0.05$ ), so it is concluded that trust has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

The third sub hypothesis: staff behavior has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

**Table 7:** Statistical characteristics of regression model of staff behavior effect on job performance

variable	B	SEB	Beta	T test (t)	R	R <sup>2</sup>	sig
The remaining	1.89	0.14	-	13.37	0.59	0.35	0.001
staff behavior effect on job performance	0.47	0.07	0.59	13.20			

As the results of the above table shows, the regression coefficient between staff behavior impacts on job performance is 0.59. Because the obtained significant amount is smaller than the significance level ( $P < 0.05$ ), so it is concluded that staff behavior has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company of Oil Company.

*The second main hypothesis:*

knowledge management has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

**Table 8:** Statistical characteristics of regression model of knowledge management effect on job performance

variable	B	SEB	Beta	T test (t)	R	R <sup>2</sup>	sig
The remaining	1.01	0.17	-	6.08	0.68	0.46	0.001
knowledge management effect on job performance	0.75	0.04	0.68	16.46			

As the results of the above table shows, the regression coefficient between knowledge management impacts on job performance is 0.59. Because the obtained significant amount is smaller than the significance level ( $P < 0.05$ ), so it is concluded that knowledge management has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

*The first sub hypothesis:*

knowledge acquisition has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

**Table 9:** Statistical characteristics of regression model of knowledge acquisition effect on job performance

variable	B	SEB	Beta	T test (t)	R	R <sup>2</sup>	sig
The remaining	1.69	0.19	-	8.74	0.51	0.26	0.001
knowledge acquisition effect on job performance	0.55	0.05	0.51	10.56			

As the results of the above table shows, the regression coefficient between knowledge acquisition impacts on job performance is 0.59. Because the obtained significant amount is smaller than the significance level ( $P < 0.05$ ), so it is concluded that knowledge acquisition has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

*The second sub hypothesis:*

knowledge development has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

**Table 10:** Statistical characteristics of regression model of knowledge development effect on job performance

variable	B	SEB	Beta	T test (t)	R	R <sup>2</sup>	sig
The remaining	1.91	0.15	-	12.74	0.57	0.32	0.001
knowledge development effect on job performance	0.51	0.04	0.57	12.32			

As the results of the above table shows, the regression coefficient between knowledge development impacts on job performance is 0.57. Because the obtained significant amount is smaller than the significance level ( $P < 0.05$ ), so it is concluded that knowledge development has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

*The third sub hypothesis:*

knowledge sharing has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

**Table 11:** Statistical characteristics of regression model of knowledge sharing effect on job performance

variable	B	SEB	Beta	T test (t)	R	R <sup>2</sup>	sig
The remaining	1.53	0.14	-	10.88	0.66	0.44	0.001
knowledge sharing effect on job performance	0.59	0.04	0.66	15.87			

As the results of the above table shows, the regression coefficient between knowledge sharing impacts on job performance is 0.66. Because the obtained significant amount is smaller than the significance level ( $P < 0.05$ ), so it is concluded that knowledge sharing has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company.

*Research question:*

"What percentage of job performance variance is predicted by dimensions of Knowledge management and organizational ethics?" To test this question stepwise regression analysis of the impact of organizational ethics climate components (ethics norms, trust and staff behavior) and knowledge management components (knowledge acquisition, knowledge development and knowledge sharing) on job performance is used. In the first step organizational ethics climate and its components and in the next step knowledge management and its dimensions are entered into the regression equation.

**Table 12:** Regression analysis of variance for the effects of organizational ethics climate component and KM components on staff job performance

variable		Sum of squares	FD	Mean square	F	sig	The correlation coefficient (r)	The coefficient of determination (r <sup>2</sup> )
First step	regression	78.946	3	26.315	74.606	0.001	0.64	0.41
	The remaining	111.460	316	.353				
	total	190.406	319					
Second step	regression	101.370	6	16.895	59.393	0.001	0.73	0.52
	The remaining	89.037	313	.284				
	total	190.406	319					

The results in the above table show that the F observed by analysis of regression variance, compared with the critical values, is significant ( $P < 0.05$ ). Thus we can speak of a linear relationship between the variables. Also according to the adjusted coefficient of determination, it is clear that in the first step, the components of organizational ethics (ethics norms, trust and staff behavior) have the ability to predict 41% of job performance. In the second step, the components of organizational ethics (ethics norms, trust and staff behavior) and the components of knowledge management have the ability to predict 52% of job performance variance.

**Table 13:** Regression analysis of variance for the effects of organizational ethics climate component and KM components on staff job performance

variable		<b>B</b>	<b>SEB</b>	<b>Beta</b>	T test (t)	sig
First step	The remaining	1.392	.172	-	8.101	.000
	Ethics norms	.276	.081	.288	3.414	.001
	Trust	.005	.090	.005	.056	.955
	Organizational ethical climate	.901	.140	.869	6.444	.000
Second step	The remaining	.865	.176	-	4.928	.000
	Ethics norms	.109	.075	.114	1.448	.149
	Trust	.128	.083	.135	1.542	.124
	staff behavior	.280	.147	.270	1.904	.058
	Knowledge acquisition	.028	.062	.025	.447	.655
	knowledge development	.121	.052	.134	2.327	.021
knowledge sharing	.329	.050	.371	6.512	.000	

The results in the table above shows that in the first beta standard of moral and ethical climate of normal variables is significant ( $P < 0.05$ ). In the second step b standard for knowledge development and knowledge sharing is significant variables ( $P < 0.05$ ). In the first step, the second step of changing behavior and changing knowledge-sharing partners were excluded from the regression equation.

#### *Discussion and suggestions:*

##### *The first main hypothesis:*

The first hypothesis claims that "ethics norms have a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company of Oil Company." The results confirm the claim; studies by Praveen Parboteeah, Chowdhury [11], Salehnia, wiliyam, Dolatabadi, Habibi et al [16], Rahimnia [27] and Akhavan [2], confirm this. Many of the actions and decisions of employees and managers in today organizations are influenced by their ethics values. Since human resources, either individually or in groups and interacting with others, is the most important factor of competitive advantage, so people Judgments about the rightness or wrongness of things affect the quantity and quality of their performance and consequently, performance of employees and thus its success. Hence, paying attention to ethics principles is imperative for organizations.

##### *The first sub-hypothesis:*

This hypothesis claims that ethics norms have significant and positive effect on job performance of Gachsaran oil and gas Exploitation Company of Oil Company. Results confirm this claim, in a research conducted by Borhani [8], Victor and Collen, Filipoa, Amond [5] and Wu SI the results were similar. The results of this research showed that extraversion from ethics norms are related to the principles of professional ethics. Those who are more social, loving others, sensation seeking, and interested in talking to others have better performance of professional ethics. The more company executives are kind and intimate and have friendly relationship with their employees they will be more beneficial for their employees and show greater responsibility towards their employees, respect their employees' independence, choice and right to decide and are extremely honest and conscientious. In simple terms, this study showed that people who have limited viewpoints and their extent of interests is more restricted are socially limited and politically conservative; comparing with those who seek pleasure and their life is full of experiences and have lots of emotions, both positive and negative have lower performance of professional ethics.

##### *The second sub-hypothesis:*

This hypothesis claims that trust has significant and positive effect on job performance of Gachsaran oil and gas Exploitation Company of Oil Company. Results confirm this claim, in a research conducted by Wing [38], Gharamaleki [15], Gorg and others, Chathoth [10], Mayer et al [22] and Parra [24], Bell- Roundtree this claim has been confirmed. Mutual trust is considered as an essential factor in the decision making regarding the sharing of knowledge between each other, because previous studies have shown that people's trust in their workplace with each other, influences their behavior and performance.

Giving personal reliability to the relationship between trusts in management and sharing of knowledge, have confirmed and completed previous studies. Willingness to share knowledge is increased and thus the performance of individuals and organizations is increased. It is proposed managers support trusted relationships to improve the flow of useful knowledge in the organization so people are stimulated to participate in it or receive a kind of knowledge. Coherence between reward and performance, encouraging capabilities, the creation of attractiveness in jobs and making jobs important, are some of the factors that lead to an increase this confidence.

##### *The third sub-hypothesis:*

Staff behavior has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company of Oil Company. Results confirm this claim. Studies done by Azmi [3], kiani, Cohen and Wiliamson, Chang Tseng, Arthur Shacklock [4] confirm this claim. In this regard, we can offer the following suggestions. Many of the actions and decisions of employees and managers in today organizations are influenced by their ethics values. Since human resources, either individually or in groups and interacting with others, is the most important factor of competitive advantage, so people Judgments about the rightness or wrongness of things affect the quantity and quality of their performance and consequently, performance of employees and thus its success. Hence, paying attention to ethics principles is imperative for organizations. Ethics can affect the performance through adjusting relations better, reducing conflict and enhancing the atmosphere of mutual understanding and cooperation and reducing the costs associated with control.

*The second main hypotheses:*

This hypothesis claims that knowledge management has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company of Oil Company. Results confirm this claim. Similar results have been obtained in research conducted by Crawford [12], Fatehi [13], Fardooiee, Philipoa Rabiei [26], Tesang [33], Michael. The results obtained by studying knowledge management concepts and its objectives, principles and models are as follows. More attention and dealing intelligently with the knowledge base as an important factor in the success of the organization; Supporting innovation, generate new ideas and exploitation of the organization intellectual engine; Creating a knowledge bank and recording insights and experiences in order to make them usable and available everywhere, in any time, by anyone who is in need.

*The first sub hypothesis:*

This hypothesis claims that knowledge acquisition has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company of Oil Company. Results confirm this claim. This has been confirmed in a study by Bagheri. Knowledge is the main instrument of competition in many organizations. Business and academic communities believes that an organization can maintain its competitive advantages by knowledge leverage. To guide knowledge toward organizational objectives and gain a sustainable competitive advantage, organizations managers should manage their knowledge. Managers must raise their abilities in this area, they should be familiar with knowledge management strategies and create cultural and interactive environment in manpower, to distribute and manage information and knowledge sharing between them easily. In this case, they can transform the knowledge into sustainable competitive advantage.

*The second sub-hypothesis:*

This hypothesis claims that knowledge development has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company of Oil Company. Results confirm this claim. Similar results have been obtained in research conducted by Bock [9] and Akhavan [2] and Wing [38]. Environmental changes, have made organizations seek best practices and procedures constantly to adapt to their environment, and thus gain a competitive advantage and the only way for the future organization against changes, is to become "learning organizations". One of the basic ways of becoming a learning organization is using "knowledge management" in the organization. Knowledge management joins people perspectives with knowledge and their owners and concentrates on how to conquer and dominate the information and of course it makes no difference whether the information or documents stored in databases or implicitly are in mind of employees. In future communities expect development and progress who have allocated a greater share of knowledge to themselves.

*The third sub-hypothesis:*

This hypothesis claims that knowledge sharing has a positive and significant effect on job performance of Gachsaran oil and gas Exploitation Company of Oil Company. Results confirm this claim. This has been confirmed in research conducted by Fatehi [13] and Azmi [3]. According to the results of hypothesis, it is suggested that, in addition to factors such as management commitment to sharing knowledge, appropriate technology for knowledge sharing, organization size, space of social interaction, reward structure and differences in the relation position can have a significant impact on job performance. Considering that the social environment can encourage knowledge sharing and leads knowledge sharing to be more successful so the efforts to overcome the reluctance of individuals can be considered for knowledge sharing. Such activities could include the creation of an open and reliable atmosphere or comprehensively a culture of knowledge sharing, training creation ways of confidence to employees, and increasing organizational commitment in employees, creating organizational justice and Special attention to the bonus system. In addition, a condition is created in organization in which the staff values are consistent with the organization so in this way, in order to safeguard the personal values, organizational values, in some cases lead to knowledge sharing.

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