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EFFECTS OF KNOWLWDGE SHARING ON DOCTORS' PERFORMANCE: A COMPARATIVE ANALYSIS OF PUBLIC AND PRIVATE HOSPITALS IN MULTAN-PAKISTAN

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ABSTRACT

For any organization, the quality of its human resource is an asset as well as a success factor. Thus, every organization invest both time and resources to improve the quality of its workforce. One of the most effective ways is training. Training improves the skills, knowledge and abilities of the employees. Training is considered as a knowledge sharing. Knowledge sharing is a tool to improve the employee's performance. So this research paper explores the effect of knowledge sharing on doctor's performance. Effect has been examined through different constructs like knowledge sharing intention, attitudes towards knowledge sharing, and knowledge sharing behavior.in this study data was collected from 300 doctors of selected public and private hospitals of Multan. This study will explore the relationship of knowledge sharing intention, attitude and behavior as independent variable against dependent variable as job performance. The results suggested the there is a positive relationship between the independent and dependent variables.

Keywords: Knowledge sharing, job performance, knowledge sharing intention, etc.
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1.INTRODUCTION

Knowledge sharing has become an important area of interest in organizations to obtain competitive advantages (Aquino and Reed, 2000). Knowledge sharing is a process to share the valid information with others. It's a big source of information and helpful to enhance the performance of the doctors. In doing so, it enables the doctors to learn the new concepts at their workplace, to refresh their skills, improve their performance and boost their productivity (Cole 2002). Knowledge sharing improves the skills of doctors for the current and future responsibilities. The process of knowledge sharing is based on employee's intentions (Jackson et al.2006). Sometimes employee share their knowledge with personal intentions, it because of their inner and self-willingness to help their colleagues in their job duties (Meyer & smith, 2000). There are few people with accurate skills, knowledge that are needed for particular job position.

In medical profession, use of latest medical instruments, complicated tools and growing use of information & bio technology has led to the emergence of professional intentions to share the knowledge which can be tacit or explicit (Lin et al.2009). The knowledge management literature on knowledge sharing intentions has focused on personal technological and environmental factors (Bock et al. 2005). Individual knowledge and organizations knowledge asset enhance the performance of employees regarding their job through learning new technologies and new things (Swart, 2007).

In previous knowledge sharing intentions has investigated mostly in western countries with organizational commitment work attitude, job and employee satisfaction related issues but its relation has not examined with behavior. The objective of this research is to explore the effect of knowledge sharing attitudes and intentions of job performance with mediating role of knowledge sharing behavior.

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1.1. Main Research questions

The main research questions of our study are stated as under: -

What is the effect of knowledge sharing intention on job performance?

What is the effect of attitude towards knowledge sharing on job performance?

What is the effect of knowledge sharing behavior on job performance?

1.2 Objectives of Research

1. To investigate the relationship between knowledge sharing intention and job performance.
2. To examine the effect of attitudes towards knowledge sharing on job performance.
3. To examine the professional relationship between senior and junior doctors.

2.LITERATURE REVIEW

2.1. Importance of Literature Review

Research is the scientific investigation. A large number of researchers prove the importance of job satisfaction of employees. Scholars like Brown (1996), Peiro (1999), and Hunter & Hunter (1984) considered the job satisfaction and job performance relationship a prerequisite for higher productivity of organizations. A literature review is a critical analysis through summary, classification and comparison of research study. It is important because it is used to check the past studies and places the work in context.

2.2. Review of Relevant Studies

The last quarter of 20th century, research on knowledge on sharing has got considerable attention (Bauman,2009). Senior employees share their knowledge with juniors to achieve the organization's goal. Intentions always depend on the "willingness of individuals" (Bock & Lee,2005). Knowledge sharing is the multi-level phenomena that

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can be based on individual's, intra organization and inter organizational levels (Wlizabeth.2002). The process of knowledge sharing controlled by individuals themselves.

2.2.1. Attitude Towards Knowledge Sharing

There are some people who want to explore the new things and spread the knowledge with others(Ashmos&duchan,2005). But some are facing hesitation due to social and competitive reasons to share the knowledge(Majekodmunmi,2013). The senior doctors' attitude encourages the juniors by sharing their knowledge.it will happens when they are willing to learn new skills. Employees attitudes encourage them to share their knowledge with team without the exchange the knowledge.it will happens when employees itself motivate to share the knowledge with them (Nogami & yoshida). individuals with strong attitude of knowledge self-efficacy would have the power of self-motivation to promote knowledge sharing (Bock & kim,2002).

2.2.2. Knowledge Sharing Behavior

Knowledge sharing literally means an activity through which knowledge is exchange among people and behavior is the way in which one acts or conducts oneself, especially towards others (oxford English dictionary, 2009). Knowledge has twp. forms, explicit and tacit (Nonka, 1994). Knowledge sharing behavior depends on individual's motivation but a wide range of barriers has been found impeding knowledge sharing. These barriers may be poor quality of communication, lack of capabilities in using community links and involving in knowledge sharing. Knowledge sharing behavior depends on organizational culture, personal values and self-identities, national culture (Chow et. al.2000).

2.2.3 Job Performance

Performance is defined as an actions, intention of employees. Psychologically performance come from individual's behavior. traditional definitions of job performance

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have focused on the produce value resources that is beneficial for organization and for the employees as well (keltner et al.,2003)**.** Defferent researchers agree that performance has

to be multi-dimensional concept (Roe,1999)**.** Effectiveness refers to the evaluations of the results of performance.in comparison, productivity is the ratio of the effectiveness to the cost of attaining the outcome. Job performance categorized in two forms, task performance and contextual performance.

Task performance covers the fulfillment of the requirements that are part of the contract between employer and employee, further it covers the person's contributions in organizational performance.

Contextual performance consists of behavior that does not directly contribute to organizational performance but support the organizational and social environment.

3. CONCEPTUAL FRAMEWORK

3.1. Description of Theories

Intention is an indication of individual's readiness to engage in a behavior (Connor, 2001). Intention in turn is a function of individual's beliefs to act according to their beliefs. According to the theory of planned behavior, it is expected that favorable intention to share knowledge will lead to greater job performance. Taylor and Todd (1995) found intentions of individuals are significant predator of performance of a person. From the perspective of the theory of planned behavior (Ajzen,1991) behavioral intentions are motivational factors that capture how people are willing to try to perform a behavior.

Theory of implementation intentions (Gollwitzer, 1999) holds that a goal driven behavior automatically activates the set of goal enabling intentions that help realize the behavior mostly related to job performance. The intention for sharing knowledge of new technology, instruments and techniques for the sake of saving lives of patients are based on individual's intrinsic motivation.

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Theory of reasoned action also argued that knowledge sharing intention is recognized as a positive force for the survival of an organization and increase the performance of workers (Bock et al. 2005).

The social exchange theory gives the direction towards this concept as describing social aspects of an individual's intention of helping others in their job duties and it effects on job performance.

3.2 Formulation of Hypothesis

H1: Knowledge sharing intention positively influence on job performance.

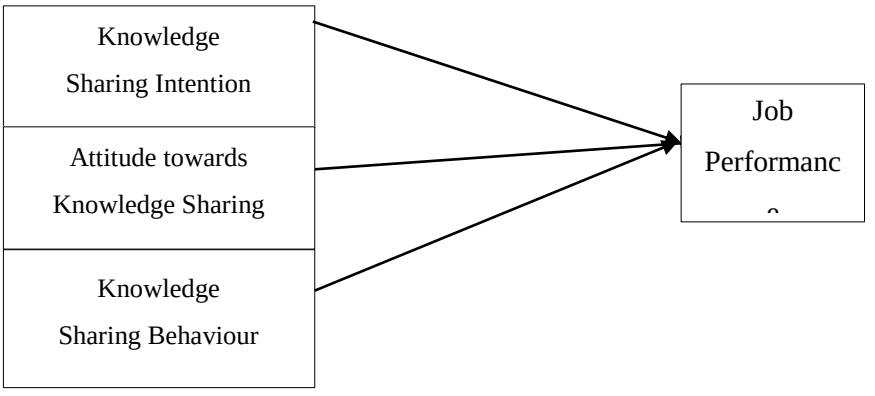
H2: A higher level of attitude towards knowledge sharing will lead to greater job performance.

H3: Knowledge sharing behavior has positive effect on job performance.

3.3. Conceptual Model

The research model of this study is shown in Figure 1

Figure 1 Conceptual Model



4.RESEARCH METHODOLOGY

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This study based on quantitative in nature. Previous studies on knowledge sharing has mostly been conducted in the western context (Duchon & Ashmos, 2005). Recently the research focus has shifted from western context to south Asian context. This study is conducted in south Punjab of Pakistan of Pakistan.it is very interesting to investigate the

doctor's knowledge sharing intention, their behavior and attitude towards share the knowledge for increase the job performance.

4.1 Sample of study

Data was collected from 300 participants working in different public and private hospitals located in Multan, Pakistan.

4.2 Data Collection Method

Data collected by using structured questionnaire. All data was collected through field survey during a period of 2 months (January, February). The data was collected from doctors who have been serving in their current organization for minimum one year.

4.3 Research Design

The area of analysis for current studies was the health sector, which includes doctors who were working in public and private hospitals. Knowledge sharing is necessary in profession of doctors due to the sensitivity of profession. A questionnaire is used for data collection.it is a cress sectional design.

4.5 Selected Variables

There are two types of variables. Independent variable and dependent variables.

4.5.1 Dependent Variable

The dependent variable is job performance.

4.5.2 Independent Variables

The independent variables are knowledge sharing intention, attitudes towards knowledge sharing and knowledge sharing behavior.

4.6 Measurement scales

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We used the 4-point Likert scale to measure the attitude of respondents.

5. DATA ANALYSIS

Following variables were used in this research study and measured through different statistical techniques.

5.1 Knowledge Sharing Intention

Intention of knowledge sharing was measured by the items adapted from Bock et al. (2005) and Kankanhalli et al (2005). It was tested on 4 point Likert scale ranging from "Strongly Disagree=1" to "Strongly Agree=5". The reliability of data was tested through Cronbach's Alpha. The calculated value of Cronbach's Alpha is 0. 874, which is shown in Table 1.

Table 1 Reliability Statistic

Cronbach's Alpha	**No of Items**
.874	4

5.2 Attitude towards Knowledge Sharing

Attitude towards Knowledge Sharing was measured by the items of Bock et al. (2005); Brown & Venkatesh, (2005). The reliability of scale is 0.716. These options were assigned values which were "Strongly Disagree =1", and "Strongly Agree = 5".

Table 2 Reliability Statistic

Cronbach's Alpha	**N of Items**
.716	44

5.3 Knowledge Sharing Behavior

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Knowledge sharing behavior was measured by the items adapted from Davenport and Prusak (1998) and Wasko and Faraj (2005). The reliability of scale is 0.858. It used 5 point Likert scale which includes "Strongly Disagree =1" and ranges to "Strongly Agree =5"

Table 3 Reliability Statistics

Cronbach's Alpha	No of Items
.858	4

5.4 Job performance

From the 25 items only 8 relevant items were selected to measure the job performance construct. The items are adopted and adapted from seminal works by prominent scholars in the job performance field, such as Morrison and Phelps (1999), Podsakoff and MacKenzie (1990), Van Dyne and Le Pine (1998), and William and Anderson (1991).

Table 4 Reliability Statistics

Cronbach's Alpha	No of Items
.858	8

Reliability of scale is 0.85. There were total 4 items. 5 point Likert scale was used ranging from "Never =1" to "Always = 5".

5.5 Demographic statistics

The control variables which were used in this study for the controlled effect were gender, age, education and organizational tenure (years).

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5.5.1 Gender:

The sample comprised of 71% of male respondents and 29% of female respondents

5.5.2 Age

About 70.3% of respondents were between the age of 25-34,15% of 35-44, 7.7% respondents were between 45-54, 6.3% of respondents were lie between 55-65 and 0.7% between 65 or above.

Table 5. Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-34	211	70.3	70.3	70.3
	35-44	45	15.0	15.0	85.3
	45-54	23	7.7	7.7	93.0
	55-64	19	6.3	6.3	99.3
	65 or above	2	.7	.7	100.0

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	Total	300	100.0	100.0	

5.5.3 Job designation

Job designation of respondents were 1.3% of respondents were Pharmacist, 36.3% of respondents were PGR, 23.7% of respondents were MO, 1.7% of respondents were WMO, Asst. Prof, SR and PGMO, 45 of respondents were APMO, 3.3% of respondents were FCPS trainee, 5% of respondents were Dental Surgeon, 10% of respondents were House officer, 6% were SWMO and 3.7% were SMO. The results are shown in Table 6.

Table 6 Designation of respondents

Types of jobs		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	pharmacist	4	1.3	1.3	1.3
	PGR	109	36.3	36.3	37.7
	MO	71	23.7	23.7	61.3
	WMO	5	1.7	1.7	63.0
	Asst. prof	5	1.7	1.7	64.7
	PGMO	5	1.7	1.7	66.3
	APMO	12	4.0	4.0	70.3
	FCPS Trainee	10	3.3	3.3	73.7
	Dental Surgeon	15	5.0	5.0	78.7
	SR	5	1.7	1.7	80.3
	house officer	30	10.0	10.0	90.3

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	SWMO	18	6.0	6.0	96.3
	SMO	11	3.7	3.7	100.0
	Total	3	100.0	100.0	

5.5.4 Nature of Jobs

Job nature of respondents were 45.35% were permanent, 37.7% of respondents were on contract, 6.3% of respondents were part time and 10.7% of respondents were full time doctors.

Table 7 Nature of the jobs of respondents.

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Job Nature

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	permanent	138	46.0	46.0	46.0
	contract	113	37.7	37.7	83.7
	part time	17	5.7	5.7	89.3
	full time	32	10.7	10.7	100.0
	Total	300	100.0	100.0	

5.5.5 Experience

Table 8 Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	177	59.0	59.0	59.0

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	6-10	65	21.7	21.7	80.7
	11-15	16	5.3	5.3	86.0
	16-20	9	3.0	3.0	89.0
	21-25	19	6.3	6.3	95.3
	26-30	8	2.7	2.7	98.0
	31-35	4	1.3	1.3	99.3
	35 or above	2	.7	.7	100.0
	Total	300	100.0	100.0	

e of respondents was 59% were having experience between 1-5years, 21.7 etween 6-10years experience, 5.3% were having experience between 11-15 espondents were having a having an experience between 16-20 years, 6.3% xperience between 21-25 years, 2.7% of respondents possessed an experience between 26-30 years, 1.3% have 31-35-year experience and 0.7% possessed 36 or above years of experience. It shows the experience of respondents. Different age groups have different experience of their work.

6. FINDINGS AND RESULTS

The current study investigates the outcomes of sharing knowledge to increase the importance of job performance and create enhance knowledge sharing behaviors of employees. The purpose of study was to examine how an individual's attitude or beliefs motivate them to share their knowledge. Employees attitude have positive relation with job duties. A higher level of attitude towards knowledge sharing will lead to greater job performance (Milliman et al. 2003). Theory of implementation intentions (Gollwitzer ,1999) holds that a goal driven behavior automatically activates a set of goals-enabling intentions that help realize the behavior mostly related to job performance (Sheeran & Orbell,1999). So lack of knowledge sharing is creating problems in jobs so there is need to

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enhance the employees' intentions and motivate their attitudes to increase the job performance.

7. CONCLUSIONS

Based on summarized findings, Knowledge sharing intentions play a significant role while constructing the attitudes towards knowledge sharing behavior to increase the job performance. Knowledge sharing behavior gives a high degree of motivation and confidence on their beliefs. Knowledge sharing enhances the job performance in organizations. Employee's personal beliefs and attitudes must be motivated towards sharing knowledge at workplace because they have to need grow professionally. The leaders or manager's point of view that create such workplace that encourage employee's positive intentions towards knowledge sharing. Organizations must encourage the positive use of knowledge sharing behavior for the intentions of increasing job performance and work practices.

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Appendix 1 Descriptive Statistics

	No	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Gender	300	1	2	1.29	.455	.930	.141	-1.142	.281
Age	300	1	5	1.52	.930	1.772	.141	2.160	.281
Education	300	1	7	2.77	1.125	1.874	.141	3.788	.281
Job Nature	300	1	13	1.92	1.464	4.585	.141	31.005	.281
Job Designation	300	1	14	5.20	3.958	.874	.141	-.812	.281
Experience	300	1	8	1.93	1.528	1.907	.141	2.966	.281
KSI1	300	3	5	4.74	.548	-2.023	.141	3.092	281
KSI2	300	1	5	4.35	.908	-1.621	.141	2.773	281
KSI3	300	3	5	4.54	.680	-1.184	.141	.096	.281
KSI4	300	1	5	4.22	1.086	-1.495	.141	1.624	.281
AKS1	300	1	5	4.40	.798	-1.373	.141	2.089	.281
AKS2	300	1	5	4.10	.923	-1.047	.141	.988	.281
AKS3	300	1	5	3.87	1.021	-.723	.141	-.026	.281
AKS4	300	1	5	3.65	1.125	-.646	.141	-.133	.281
KSB1	300	1	5	2.11	.737	.030	.141	-.430	.281
KSB2	300	1	3	2.01	.812	-.018	.141	-1.481	.281
KSB3	300	1	3	1.87	.819	.251	.141	-1.467	.281
KSB4	300	1	5	1.82	1.037	1.229	.141	1.022	.281
JP1	300	1	5	2.21	1.066	.473	.141	-.748	.281
JP2	300	1	5	2.13	1.315	.961	.141	-.232	.281
JP3	300	1	5	2.17	1.108	.707	.141	-.359	.281
JP4	300	1	5	1.86	1.101	1.281	.141	1.011	.281
JP5	300	1	5	1.79	1.054	1.298	.141	.925	.281
JP6	300	1	5	1.69	1.131	1.723	.141	2.084	.281
JP7	300	1	5	2.05	1.231	.971	.141	-.163	281
JP8	300	1	5	2.18	1.114	.685	.141	-.468	281