



## **Organizational Antecedent with Job Satisfaction, Work Performance as Mediators and Knowledge Sharing Practices among Academician at Malaysia Research Universities**

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### **ABSTRACT**

The survey of this inquiry is to define the relationship between organizational antecedent (OA), job satisfaction, work performance as mediators and knowledge sharing practice (KSP) among academician at Malaysia Research Universities. The hypothesis for this research are OA has a relationship with job satisfaction and work performance as well has relationship with KSP. The variables in this research are OA which consist of people, organization and technology, well of KSP consist of socialization, externalization, combination and internalization. For mediators that are job satisfaction consist of job, salary, promotion, supervision and co-worker and work performance consist of work, ability, discipline, relationship, and innovation. Using the theory of multiple perspective for OA, theory of needs for job satisfaction and work performance and for KSP SECI. The data analysis measured this research were quantitative and for structural equation modelling there structural model. The findings of this research support the hypothesized relationship proposed and the results of mediators for job satisfaction and work performance towards the relationship of OAs and KSP. This research served to prepare a segment in a more inclusive global picture of independent variable that OAs, mediator variables that job satisfaction and work performance and dependent variable that KSP.

**Keywords:** Organizational Antecedent, Job Satisfaction, Work Performance, Knowledge Sharing practice

**JEL Classifications:** M000

### **1. INTRODUCTION**

Knowledge is power mentioned by Francis Bacon. Knowledge is a very important resource for solving problems and creating core competences for individuals and organizations to remain competitive. Knowledge management (KM) has become an important issue in the last few decades. Successful KM initiatives implies a good combination of both human participation and technology collaboration tools. An organization that remains competitive and innovative is viewed in knowledge sharing (KS) as an important platform. For the KS researcher believed

that the participant who practice sharing of knowledge would increase goodwill in human resource development (HRD). In other words, the unwillingness to share knowledge becomes an issue as well as to manage it. This research is to explore in developing a framework for HRD that is organizational antecedent (OA), job satisfaction, work performance towards KS practice (KSP) among academician within the content of Research Universities (RU) from the Malaysia Higher Education Institution. KS is an important action for an organization whether it requires a breather in the public, private or in the civil society to enhance learning, to improve efficiencies and to build better organizations. In relation to

this, the researcher does not deny that the research on KSP would be meaningful to academicians in higher education institutions, in order for them to be able to research any problems pertinent to the topic such as the extent to which sharing of knowledge is needed among the staff members themselves. This research report will also await at the KSP in depth, and its significance to academician in institutions of higher learning (Khan et al., 2014). Mentioned by Ipe (2003), KS is vital, to assure that knowledge grows and Nonaka and Takeuchi (1995) have added to this that knowledge increases when it is dealt.

## 2. RESEARCH OBJECTIVES

Here the objectives of this research is to determine evidence on the OA, job satisfaction, work performance and KSPs in the context of RU. In this regard, an investigation is extended out along the OA, job satisfaction, work performance and KSPs of the respondents and whether there are relationship in OAs that are human, organization and technology between KSPs. The specific research objectives of this study is to determine any relationship between OA with job satisfaction and work performance as mediate relationships towards KSPs.

## 3. OA

OA consist of human factors is knowledge resides within individual and KS behavior is determined by a person, therefore the study focuses on two dimensions of personal perspective namely, attitude and feeling of enjoyment in helping others. For an individual to possess positive attitude and personality to share knowledge (Sveiby and Simons, 2002; Shafiq et al., 2014). It is believed that normative commitment is believed to further the process of KS. For organizational factors that KS and HRD, stress that creates managing environment for social interaction and collaboration is indispensable for KS. As for technology factors that the "hard" issue or factor which includes technical aspects of using applied science is important to facilitate KS (Van den Hooff and de Ridder, 2004; Stoddart, 2001; Song, 2002; Shah et al., 2013).

## 4. JOB SATISFACTION

The job satisfaction has been developed in many ways by many different researchers and practitioners. Definitions in organizational research or that of Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the assessment of one's occupation or job experiences." Others have fixed it as simply how content an individual is with his or her occupation; whether he or she wishes the task or not. It is taxed at both the planetary level (whether or not the person is satisfied with the job overall), or at the facet level (whether or not the soul is met with different prospects of the business). Spector (1997); Khan et al., (2014) lists 14 common facets that are appreciation, communication, coworkers, fringe benefits, job conditions, the nature of the work, organization, personal growth, policies and operations, publicity opportunities, recognition, security, and supervision. As in this study of job satisfaction refer to the job satisfaction index that are job, salary, promotion, superior, and coworkers.

## 5. WORK PERFORMANCE

Work performance is whether a person performs their work well. Work performance is studied in industrial and organizational psychology, the branch of psychology that deals with the workplace. Work performance is also part of human resources management. Performance is an important criterion for organizational outcomes and success. Campbell (1990), describes work performance as an individual level variable, or something a single person does. Work performance can be define as the work related activities expected of an employee and how well those activities were completed. Many business personnel directors assess that work performance of each employee on an annual or quarterly basis in order to help them identify suggested areas for improvement. Work performance measure on the six dimensions of Day and Silverman (1989, p. 28-29) scale, which assessed the work performance. The work-performance scale included the following work, ability, discipline, relationship and innovation.

## 6. KS PRACTICES

This is related to how KSPs are starting to be institutionalized and become a culture in an establishment. This research examines how knowledge is being shared within an organization such as, between individuals, colleagues, departments, as well as between the head of departments to academic staff and with other institutions (Yusoff et al., 2013). To build KSPs as a civilization, knowledge must be effectively shared and an organization must facilitate the operation. KSPs consist of socialization that this dimension explains social interaction as tacit to tacit knowledge transfer, sharing tacit knowledge through face-to-face or share knowledge through experiences. For example, meetings and brainstorm can support this sort of interaction. Since tacit knowledge is hard to formalize and often time and space specific, tacit knowledge can be gained only through shared experience, such as spending time together or being in the same surroundings. Socialization typically occurs in a traditional apprenticeship, where apprentices learn the tacit knowledge needed in their craft through hands-on experience, rather than from writing manuals or texts (Nonaka and Takeuchi, 1995). For externalization mean between tacit and explicit knowledge of externalization (publishing, articulating knowledge), developmental genes, which embed the combined tacit knowledge which enable its communication. For example, concepts, images, and written text files can stand this sort of interaction. When tacit knowledge is made explicit, knowledge is crystallized, then leaving it to be shared by others, and it becomes the basis of fresh cognition. Concept creation in new product evolution is an exemplar of this conversion procedure (Nonaka and Takeuchi, 1995). As well as combination that explicit to explicit, by combination (organizing, integrating knowledge), aggregating different types of explicit knowledge, for example building prototypes. The creative use of computerized communication networks and large-scale databases can support this mode of knowledge conversion. Explicit knowledge is collected from inside or outside the establishment and then combined, edited or processed to acquire fresh knowledge. The new explicit knowledge is then distributed among the members of the ruling body (Nonaka and Takeuchi, 1995). As for internalization mean explicit to tacit

by Internalization (knowledge receiving an application by an individual), enclosed by learning by doing; on the other hand, explicit knowledge becomes part of an individual's knowledge and will be assets for an arrangement. Internalization is also a procedure of continuous individual and collective reflection and the ability to see connections and recognize patterns and the mental power to make sense between fields, ideas, and concepts (Nonaka and Takeuchi, 1995).

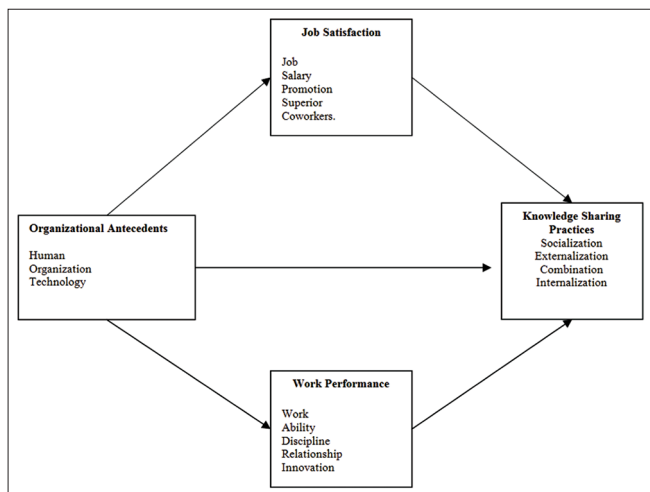
## 7. CONCEPTUAL FRAMEWORK

In Figure 1 expresses the conceptual framework of this survey. Independent variables from OA are human, organization and technology while for dependent variables of KSPs are socialization, externalization, combination and internalization. As for mediators are job satisfaction and work performance. Following the reference of MacKinnon et al. (2004) the framework is multiple mediation.

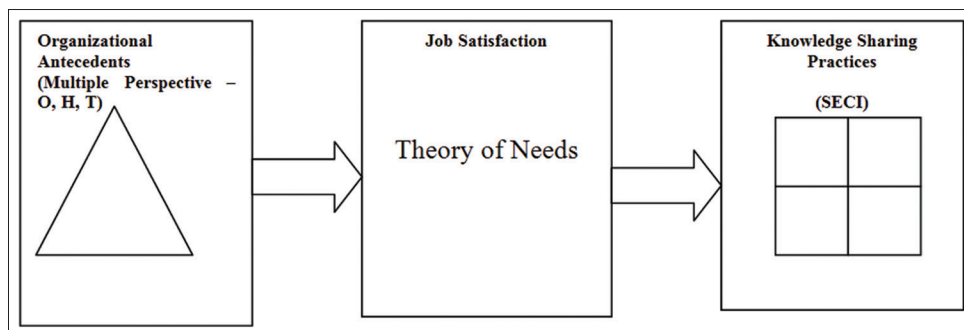
## 8. THEORETICAL FRAMEWORK

In Figure 2 the theoretical framework of this study. Independent variables from OA are human, organization and technology refer to the theory of multiple perspective while for dependent variables of KSPs are socialization, externalization, combination, and internalization refer to SECI model. As for mediators are job satisfaction and work performance refer to theory of needs.

**Figure 1:** Conceptual framework of organizational antecedent, job satisfaction, work performance and knowledge sharing practices



**Figure 2:** Theoretical framework



## 9. RESEARCH METHODOLOGY

### 9.1. Research Design

This section discusses the research approach used, strategy of inquiry and research method. In the past, research approaches have multiplied to a point at which investigation or inquires have many choices. For those planning a proposal or plan, researcher suggested that a general framework be adopted to provide counsel about all facets of the field, from assessing the general philosophical. This research methodology is a quantitative approach. A survey research design, which adapted from the past research were applied. An online survey questionnaire was used to collect data from the academician at Malaysia RU (MRU). structural equation modelling (SEM) analysis was employed in order to identify that OA that influence the KSP among academician at MRU. The analysis that used to identify where using analysis of moment structures version 22. The data analysis consists of two phases that are phase one preliminary analysis and phrased to consist of two stages that are stage one and stage two of SEM. The first point deals with data screening procedures in parliamentary procedure to insure that data have been correctly enter and understand the normality assumption. The second point is the application of a two stages SEM process (Anderson and Gerbing, 1988). The two level approaches to SEM analysis is popular in existing research (Anderson and Gerbing, 1988; Gerbing and Hamilton, 1996; Kaplan, 2000). The first phase is to evaluate the measurement properties of SEM, which affect assessment of uni-dimensionality of each latent variable, model re-specification or modification and test of reliability and validity of measurement attributes. The second stage involves specification of the paths relationship between the underlying theoretical latent constructs. Formerly a good fitting structural model is placed, the structural model is then used for hypothesis testing of mediation.

### 9.2. Research Instrument and Participants

#### 9.2.1. Instrument

The instrument is choosing and modify for this field. All details were judged on seven-points Likert-type scale where 1, is strongly disagree and 7 strongly agree. There are participants' demographic variables, the OAs as independent variables and KSP as dependent variables. A survey instrument shall be distributed to participants. The participants shall have their survey online that is by a person of the researcher along with a brief oral explanation about the subject and the direction on how to fill in the survey, by e-mail and by stamped mail. The other participant shall have their study

via e-mail with instructions similar to those participants in person. All survey instruments were online.

9.2.2. Participants

As of the year 2013, Malaysia had twenty universities in the public domain (source from: <http://www.moe.gov.my/v/ipta>) which was categorized in to three groups. The first categorise RU that consist of five universities, focus universities that consist of four universities and comprehensive universities consists of 11 universities. As this study is for RU there are five universities, Table 1 shows the numbers of academicians in RU.

10. RESULTS AND DISCUSSION

10.1. Profile of Respondents

Table 2 shows a profile of respondents. All information is read in actual figures and percents to facilitate interpretation. The sample consists of 369 respondents from the five RU. The majority of the respondents are Malay (82.9%), followed by Chinese (7.3%), Indian (3%) and, others (6.8%). The respondents are male (51.5%) and the remaining (48.5%) is female. Almost all of the respondents (95.7%) are Malaysian citizen and (4.3%) or non-citizen. As for age, the majority of the respondents are under 40 years old (49.9%) and between age 41 till 50 years old (28.7%). The respondents mostly have a doctorate qualification (65.9%) and travel along with master qualification (32.8%). Finally, 44.2% of the respondents have work experience of 10 years and above 10 years till 20 years (34.4%), well above 20 years (18.2%).

10.2. Structural Model for KSP

Structural model for OA, job satisfaction and KSP. The analysis of the structural model is conducted by analysis of bootstrapping.

10.3. Testing Mediation of OA, Job Satisfaction, and KSP

Tables 3 show the results of single mediation for OA-organization, human and technology on mediate relationship between job satisfaction and KS. For Table 3 show the result that organization antecedent that organization has full mediation relationship between job satisfaction and KSP (Figure 3).

Table 4 shows the result of single mediation for OA-human mediate relationship between job satisfaction and KS. Result show that organization antecedent that human has no mediation relationship between job satisfaction and KSP.

Table 5 show the results of single mediation for OA-technology mediate relationship between job satisfaction and KS. Result show

that organization antecedent that technology has no mediation relationship between job satisfaction and KSP.

10.4. Testing Mediation of OA, Work Performance and KS Practices

The Figure 4 shows the results of single mediation for OA-organization on mediate relationship between work performance and KS. Result show that organization antecedent that organization has full mediation relationship between job satisfaction and KSP.

Table 2: Profile of respondents

Demographic profile	Number of respondents (N=369)	Valid percentage
Gender		
Male	190	51.5
Female	179	48.5
Race		
Malay	306	82.9
Chinese	27	7.3
Indian	11	3.0
Others	25	6.8
RU		
A/1	73	19.8
B/2	74	20.1
C/3	75	20.3
D/4	74	20.1
E/5	73	19.8
Citizen		
Malaysian	353	95.7
Non-citizen	16	4.3
Age		
21-30 years	24	6.5
31-40 years	160	43.4
41-50 years	106	28.7
51-55 years	54	14.6
Above 56 years	25	6.8
Marital status		
Single	54	14.6
Married	308	83.5
Divorce	7	1.90
Qualification		
Doctorate	243	65.9
Master	121	32.8
Degree	2	0.5
Professional	3	0.8
Working experience		
Under 1 year	12	3.3
1-10 years	163	44.2
11-20 years	127	34.4
21-30 years	49	13.3
Above 30 years	18	4.9

RU: Research universiti

Table 3: Results of mediation test for OAO between JSP and KSP

Construct	Beta	P	95% Bootstrap BC CI	
			LB	UB
Direct model				
OAO → KSP	0.549	0.000		
Full mediation				
OAO → JSP	0.194	0.229		
SIE	0.341	0.003	0.142	0.611

KSP: Knowledge sharing practice, SIE: Standard indirect effect, OAO: Organizational antecedent organization, JSP: Job satisfaction practice, CI: Confidence interval, LB: Lower bound, UB: Upper bound

Table 1: Total academic staff at RU

No.	RU	Overall total
1.	A	2,756
2.	B	1,907
3.	C	2,175
4.	D	1,934
5.	E	2,074
		10,845

Source: <http://www.moe.gov.my/v/ipta>. RU: Research universiti



Figure 3: Structural model for organizational antecedent, job satisfaction and knowledge sharing practices

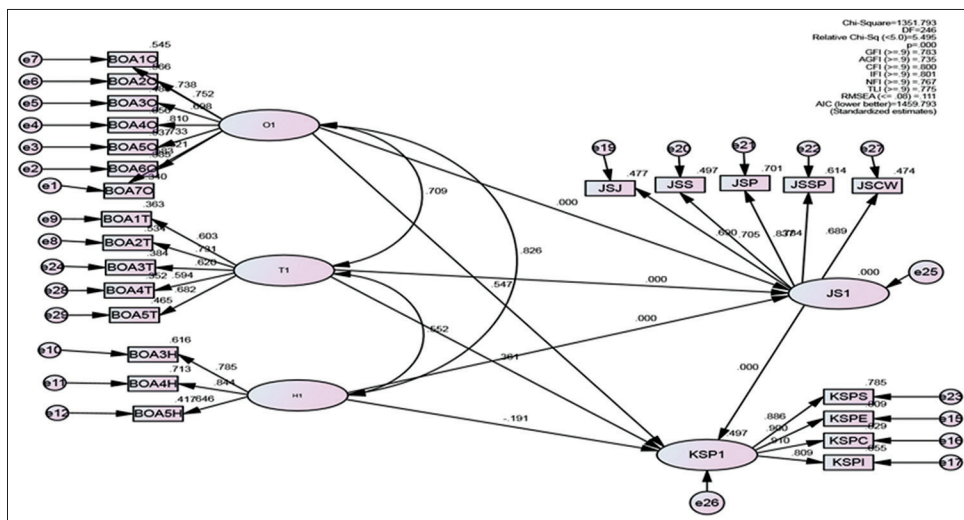


Figure 4: Structural model for organizational antecedent, work performance and knowledge sharing practices

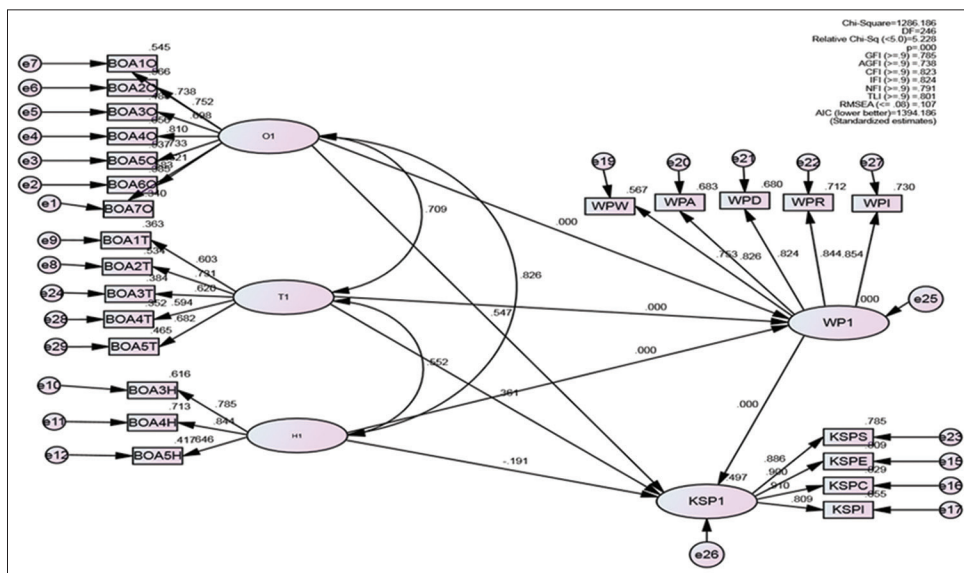


Table 4: Results of mediation test for OAH between JSP and KSP

Construct	Beta	P	95% bootstrap BC CI	
			LB	UB
Direct model				
OAH → KSP	-0.191	0.075		
Full mediation				
OAH → JSP	-0.092	0.127		
SIE	-0.028	0.462	-0.140	0.063

OAH: Organizational antecedent human, KSP: Knowledge sharing practice, JSP: Job satisfaction practice, SIE: Standard indirect effect, CI: Confidence interval, LB: Lower bound, UB: Upper bound

Table 6 is the result of mediation test for OA for organization between work performance and KSPs.

Table 7 shows the results of single mediation for OA-human on relationship between job satisfaction and KS. Result show that organization antecedent that human has no mediation relationship between job satisfaction and KSP.

Table 8 shows the results of single mediation for OA-technology on relationship between job satisfaction and KS. Result show that organization antecedent that technology has indirect effect relationship between job satisfaction and KSP.

## 11. CONCLUSION

In this study, as result of OA on single mediation show that organization has full mediation relationship between job satisfaction and work performance. While else OA for human and technology show no mediation relationship between job satisfaction. As for work performance the OA for human show no mediation relationship but as for OA for technology show indirect effect relationship.

## 12. ACKNOWLEDGEMENTS

I would like to express deepest appreciation to my supervisor Assoc. Prof. Dr. Ismi Arif Ismail who has attitude and substance

**Table 5: Results of mediation test for OAT between JSP and KSP**

Construct	Beta	P	95% Bootstrap BC CI	
			LB	UB
Direct model				
OAT → KSP	0.361	0.000		
Full mediation				
OAT → JSP	0.329	0.000		
SIE	0.196	0.462	-0.026	0.124

OAT: Organizational antecedent technology, KSP: Knowledge sharing practice, JSP: Job satisfaction practice, SIE: Standard indirect effect, CI: Confidence interval, LB: Lower bound, UB: Upper bound

**Table 6: Results of mediation test for OAO between WP and KSP**

Construct	Beta	P	95% Bootstrap BC CI	
			LB	UB
Direct model				
OAO → KSP	0.547	0.000		
Full mediation				
OAO → WP	0.241	0.520		
SIE	0.306	0.003	0.156	0.5231

WP: Work performance, KSP: Knowledge sharing practice, OAO: Organizational antecedent organization, SIE: Standard indirect effect, CI: Confidence interval, LB: Lower bound, UB: Upper bound

**Table 7: Results of mediation test for OAH between job satisfaction and KSP**

Construct	Beta	P	95% Bootstrap BC CI	
			LB	UB
Direct model				
OAH → KSP	-0.191	0.000		
Full mediation				
OAH → WP	-0.044	0.437		
SIE	-0.115	0.019	-0.278	-0.190

OAH: Organizational antecedent human, KSP: Knowledge sharing practice, SIE: Standard indirect effect, WP: Work performance, CI: Confidence interval, LB: Lower bound, UB: Upper bound

**Table 8: Results of mediation test for OAT between job satisfaction and KSP**

Construct	Beta	P	95% Bootstrap BC CI	
			LB	UB
Direct model				
OAT → KSP	0.361	0.075		
Full mediation				
OAT → WP	0.293	0.073		
SIE	0.259	0.005	0.050	0.259

OAT: Organizational antecedent technology, KSP: Knowledge sharing practice, SIE: Standard indirect effect, WP: Work performance, CI: Confidence interval, LB: Lower bound, UB: Upper bound

of a genius: he continually and persuasively conveyed a spirit of adventure in regard to this research and an excitement in regard to teaching. Without his supervision and constant help this article would not have been possible.

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