

Team Climate and Individual Attitude as Antecedent of Knowledge Sharing Behavior

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Abstract

Knowledge sharing plays a fundamental role in generating new ideas. Knowledge is communicated effectively to improve the performance of all actors involved and the organization will ultimately improve financial performance, marketing, human resources, operations and overall organizational performance. This study examines the knowledge sharing behavior is the potential factor of creativity and innovation on organization performance.

One factor in the sharing of knowledge related to the team, that is team climate. Team climate refers to the implicit frames that make up perceptions, attitudes and behavior of individuals in a group context. This factor has long been recognized as one of the most important sources of social influences that affect the behavior of individuals in a team environment. As a social behavior, knowledge sharing is done by individuals susceptible to social influences arising from other people. Individuals need to reference the other proximal to affected social influence. The social environment is an important source of information that individuals use to construct reality and formulate perceptions, attitudes, and behavior. While some social networks can exert influence on individual behavior. Individual behavior will further build knowledge sharing within the company.

The research objective was confirmed whether team climate, individual attitude are variable antecedent of knowledge sharing behavior. Analysis technique used was PLS. The population was all employees at PT Central Proteinaprima, with the census sampling technique so that all members of the population census is a respondent of the study. The results confirm that the team climate, individual attitude are antecedent variables of knowledge sharing behavior with each of loading values factor are 17.491; 6.058 and 3.907.

Key Words: team climate, individual attitude, knowledge sharing behavior.

1. Introduction

Knowledge sharing is a fundamental role in generating new ideas and creates business opportunities in organization (Grant, 1996). Knowledge is communicated effectively will improved the performance of all involved organizations and actors will ultimately improve the financial, marketing, and general results of organization (Alavi and Leidner, 1999). However, in practice, knowledge sharing is inadequate has been found as a major obstacle in knowledge management are effective (Davenport and Prusak, 1998). Kerwin dan Woodruff (1998)

discovered the existence of barriers that lead to knowledge sharing to be inadequate in the body of organization. Szulanski (1996) stated those obstacles sourced from jealousy between divisions, departments, lack of incentives, confidence, and commitment. These barriers can be minimized through increased trust and cooperation within the organization. Meaning and benefit of knowledge sharing created through communication and socialization are more effective.

Employees who are actually creating, sharing, and using organizational knowledge can not effectively harness knowledge except that employees are willing and able to share their own knowledge and assimilate the knowledge of others (Ipe, 2003). Thus, knowledge sharing within the organization can be viewed as a multifaced process, involving complex human behaviour are complicated (Hendriks, 1999). This means a voluntary action by individuals who participated in the knowledge exchange although there is pressure compulsory (Davenport, 1997). This often involves the communication of tacit knowledge that can not be reported through formal channels and hard to force. The most appropriate measures to improve knowledge-sharing seems to be the soft strategy depend on the role of climate and leadership unit certain organization.

Team climate is one of the factors related knowledge-sharing. Team climate refers to the frames that make up individual's perception of an implicit attitude in the context of group (Seibert *et al.*, 2004). This factor has been known as one of the most important sources of social influences that affect the behavior of individuals in a team environment (Hulsheger *et al.*, 2009.; West dan Anderson, 1996). As a social behavior, knowledge sharing is done by individuals must be susceptible to social influence arising from others. Individuals need to reference other proximal to exposed to social influence. Salancik dan Pfeffer (1978) suggests that the social environment is a source of important information that is used to build individual reality and formulate the perceptions, attitudes, and behaviours. While some social networking can exert an influence on individual behaviour, previous research in social psychology shows that social influence occurs in stronger team work because individuals tend to identify a work team that is closest to them, thus willing to comply with norms team (Fulk, 1993). Liang *et al.* (2010) also found that the team climate significantly affect an individual's perceptions, beliefs, and the use of technology is normative. Team climate desired can create an environment in which knowledge sharing is encouraged to be effective.

Based on the background above, this research conducted in PT Central Proteinaprima Tbk. Surabaya (CP Prima). CP Prima have varieties of synergistic teams to achieve their goals. These teams are *Shrimpfed Marketing (SM)*, *Techincal Service (TS)*, *Surya Hidup Satwa (SHS)*, *Aquatic Animal Head Centre (AAHC)*, and *Hatchery Operation (HO)*. The fifth team was the spreadhead of CP Prima. Any problems that arise in CP Prima, those fifth team such quick response in communicating so that existng problems could be resolved quickly.

CP Prima, each months held knowledge sharing activities formally to the members of the teams. This activity aim to give current information to the members of the teams related the activities, problems, and assignments in the company. Members of the team who got the task out of town or overseas, can be sharing to other team members about what are the experiences and information received. Sharing knowledge is happening inside companies effectively this course will give a good impact to other team members. Their knowledge about everything pertaining to the company will increase and it will give good impact of the team members and the effectiveness of performance of CP Prima.

The following research questions were developed to guide the study.

1. Is team climate consisting of dimensions of *cohesion*, *trust*, and *innovativeness* has significant influence to attitude on team members?
2. Is attitude has significant influence to *knowledge sharing behaviour* on team members?
3. Is team climate consisting of dimensions of *cohesion*, *trust*, and *innovativeness* has significantly influence to *knowledge sharing behaviour* on team members?

2. Literature Review

2.1 Learning Organization

Learners is a process of organization members facing an issue or problem of organization, identify alternative solutions by applying the values, norms, and cultural assumption, select and implement of the best alternative, and evaluate the results. The result of the organization's experience and rise of learners is the assumption of norms and values cultural organizations to deal with problem at a later date (Wirawan, 2007).

According to Sangkakala (2007), learner organization systematically defined as organizations that study with everything in their power, collectively, and continuously reinvent itself in order to better collect, manage, and use the knowledge to the company success. From the definition organizational process by which someone describes the learner's existing in an organization acquires new knowledge and understanding that are generated through changes in the behavior and actions respond to new knowledge.

Both definitions basically declare organization learner as company indeed continue to change theirselves to better in managing knowledge, using technology, empowering employees and extending learning to better adapt and succeeded in the zone is continuously changing. The organization learner mean build the ability to create formerly never created, someone ultimately this skill, expanded individual, group, even inter and between organization. To be organization learning require commitment organizational employees and ability to learn's someone a factor an essential especially whe associated with the process of creation and sharing knowledge.

2.2 Knowledge Sharing Behaviour

Davidson dan Voss (2003) stated that the actual knowledge management is the way organizations manage members and how long the organizations spent time using information technology. Furthermore knowledge management is how people from various different places began talking with each other. Knowledge must be maintained, through planning and ultimately implementing. Regarding to the application of knowledge management on the one site and the other site in the achievement of the purpose of an organization interact with various elements and processes that it takes quite a while for application of knowledge management. The paradox decision makers facing complexity and uncertainty to understand issues that exist, or identify the alternatives that suit the situation and specific conditions. The condition can be overcome by the application of knowledge management through knowledge sharing activities.

The organization achievement, innovative efforts to build knowledge sharing is required. The main perpetrator of knowledge sharing key is human. The advantage of people who share their knowledge is able to respond quickly and also innovation opportunities can be created in order to achieve the business success.

Knowledge sharing behavior is one of the methods in knowledge management are used to give an opportunity to the members of an organization, agency, or company to share knowledge, techniques, experiences, and ideas that they have to other members (Setiarso dan

Bambang, 2009). Knowledge sharing behaviour in an organization often becomes a major concern employee in organization because often the employees wish all knowledge will be shared and everyone willing to share their knowledge among their fellow. Measurement of knowledge sharing behaviour in this study is refers to Xue, Bradley dan Liang's instrument (2010).

2.3 Team Climate

Forehand and Gilmer in 1964, which stated that the organization's climate is a series of descriptions of the characteristics of organizations that survive in the long term (Toulson dan Smith, 1994:455). Litwin and Stringer stated as quoted Toulson dan Smith (1994:457) defines organization climate is can be measures in the work environment either directly or indirectly affect employees and work in which they work with assumption will affect motivation and behavior of employees. Davis dan Newstrom (2001:25) looks at climate organization as an organization's personality that distinguishes with other organizations that leads to the perception of each member organization of looking at their organization.

According to Snow Snow (1992), Johnson dan Johnson (2000) dan Cummings dan Worley (2001), team is a set of interpersonal interaction are structured to achieve the targets that have been determined. Team consists of two or more individuals are aware of interdependence that is positive in achieving goals together, interact with each other, aware of anyone who becomes a member and not a member of the team.

At the level of team, climate is defined as a shared perception of behaviours, practices, and procedures that are supported in the team. Team climate plays an important role because it refers to the creation and influence of social context (Brock *et al.*, 2005.; Maruping, Magni, Caporarello, and Basaglia, 2008) that affect the behavior of the members of the team. According to Hulshager *et al.* (2009), West and Anderson (1996) team climate is one of the most important sources of social influence that affect the acceptance of innovation. Team climate refers to the implicit framework that make up individual's perception, attitudes, and behaviors in the context of group (Seibert *et al.* 2004).

2.3.1 Cohesion

Team climate consists of three dimensions: cohesion, trust, and innovativeness (Brock *et al.*, 2005). Cohesion refers to perception of a sense of community among members. Cohesion which is defined as an attraction for members of the team (Hogg, 1992), considered as a psychological force that binds people together (Keyton dan Springston, 1990). A sense of cohesion tend to increase the willingness of members to help each other. As a result, they are more likely to do knowledge sharing each other.

According to Robbins (2008:380-381) cohesion that is where its members at each level are interested and motivated to stay in the team. For example, some members of the team work was cohesive because its members have spent a lot of time together, or the size of a small team to facilitate the interaction, or the team has undergone external threats that make them more closely. So that cohesion is very important because it relates to productivity within the team. The measurement of cohesion in this study is based on Xue *et al.* (2010) instrument which has been modified.

2.3.2 Trust

Trust in the team climate is defined as willingness of members to accept vulnerability based on certain expectations of competence, integrity and virtue of team members (Pavlou *et al.*, 2007). Effective communication occurs in an environment where there is trust and commitment (Te'eni, 2001). Huemer *et al.* (1998) argues that the team members with strong belief are more likely to work together in a cooperative and earnest.

Zand (1972) found that members of the team share information more freely when they believe the capabilities and competence of each other. Similarly Weick dan Roberts (1993) argues that in order to coordinate knowledge among team members, they need ability to trust each other. Hsu *et al.* (2007) found that social relationships based on trust has a significant influence on the attitude of individuals to share their knowledge. Measurement of trust in this study refers to Xue *et al.* (2010) that has been modified.

2.3.3 Innovativeness

Innovativeness in team climate refers to the extent of change and creativity actively driven and valued in a team. Team innovative emphasizing learning process, open the flow of information, and taking risks sensible of bock (Bock *et al.*, 2005). A member of team approve innovation and provide support practical initiatives to innovation their friends. Consequently, individuals in environmental team innovative more empowered to share new ideas and creative with one another than individuals in environmental non-innovative (Kim and Lee, 1995). New ideas and creativity could be this idea in find new opportunities and also found method in completing a work assignment. Measurement of innovation in this study refers to Xue *et al.* (2010) that has been modified.

2.4 Attitude

Attitude is defined as the negative feelings and a positive knowledge sharing in the team (Fishbein dan Ajzen, 1975). According to Wirawan (2007) perceptions of people regarding environment influences a person's team attitude. People could be very positive about their team climate until very negative. Attitude could also be shaped or expectations of positive and negative stereotyping. People's perception also influence their behavior, for example people can behave very discipline or very un discipline.

Robbins (2008:92) defined attitude is evaluative statements, whether as a pleasant or unpleasant toward the object, individual or event. This reflects how a person's feeling about something. Furthermore Kreitner dan Kinicki (2005) define attitudes as a tendency to respond to something consistently to support or not support having regard to the particular subject. Gibson (2003), describes attitude as a positive or negative feeling or mental state which is always prepared, studied, and regulated through experiences that provide special effects on a person's response to people, objects or situations. Attitude was more determinant behavior it is because relating to the perception, personality and motivation. Measurement of attitude in this study refers to Xue *et al.* (2010) that has been modified.

2.5 Conceptual Framework and Hypothesis

The relationship between team climate consisting of dimension of cohesion, trust and innovativeness toward attitude, relationship between attitude toward knowledge sharing behavior, and relationship between team climate consisting of dimension of cohesion, trust and innovativeness toward knowledge sharing behavior in CP Prima could be described in the conceptual framework as shown in Figure 1 below,

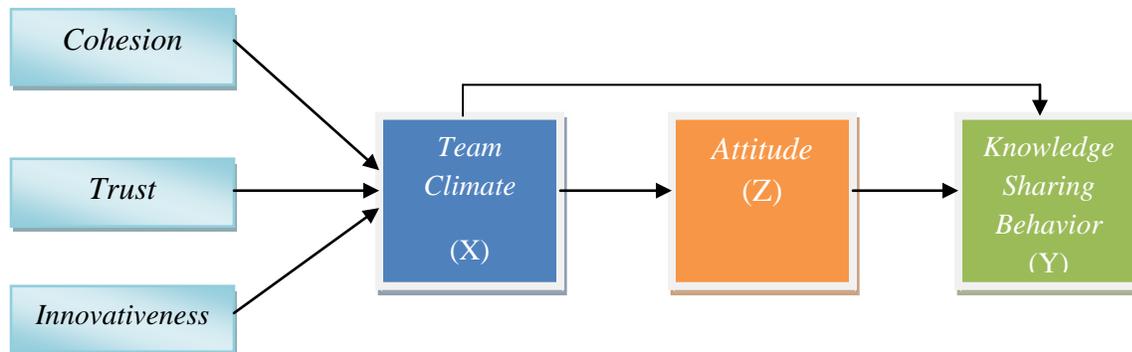


Figure 1. Conceptual Framework

Base on figure 1, we could propose the following hypotheses as follows: (1) team climate consisting of dimension of cohesion, trust and innovativeness has a significant influence on employee attitude on team members, (2) attitude has a significant influence on knowledge sharing behavior on team members, and (3) team climate consisting of dimension of cohesion, trust and innovativeness has a significant influence on knowledge sharing behavior on team members in the CP Prima.

3 Research Methodology

This study used a descriptive survey design. The purpose of descriptive surveys, according to Ezeani (1998), is to collect detailed and factual information that describes an existing phenomenon. The population in this study was employees in the CP Prima. Sampling technique used was non-probability sampling method with a saturation sampling technique. In this study, samples were taken from the entire population of employees in CP Prima for a total of 50 employees. A total of 46 usable questionnaires were returned (92% response rate). This study uses the measurement indicators of cohesion, trust, innovativeness, attitude and knowledge sharing behavior which has been modified from the research instruments developed by Xue et al. Questionnaire (2010).

4 Result

The result of the partial least square (PLS) is given in the Figure 2 (test of measurement model) and the figure 3 (test of structural model) below:

Figure 2, shows that all the variables latent and all the dimension of variables latent has a value of composite reliability is greater than 0.7 thus indicating good composite reliability. Stage

of structural model aims to find out whether any influence among variables. Testing was done using t test. Variable is said to have influence when t count larger than t table. The result of structural model test is given in the Figure 3 and Table 1 below:

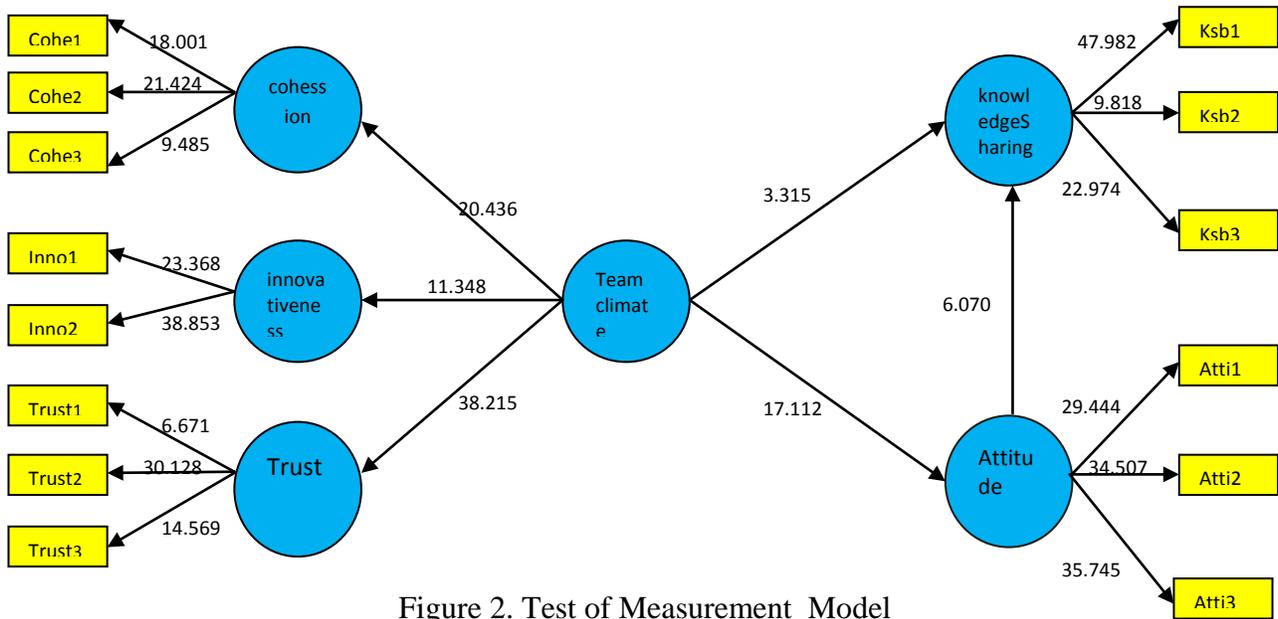


Figure 2. Test of Measurement Model

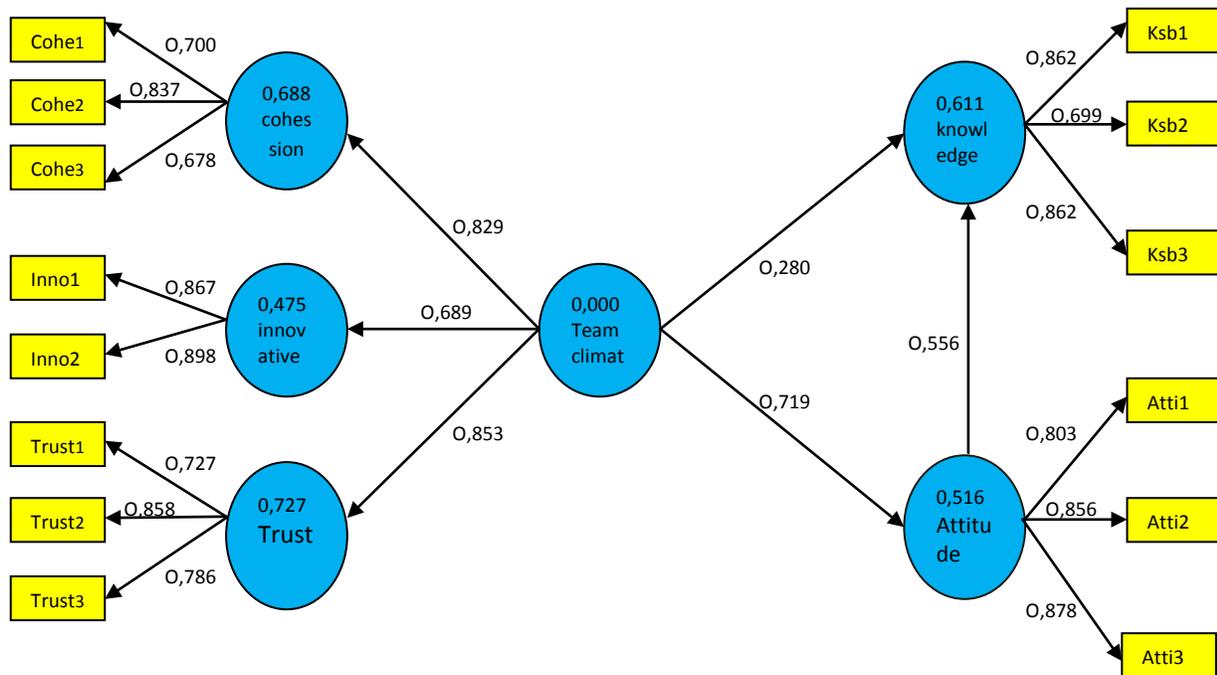


Figure 3. Test of Structural Model

From figure 3, we could view the results of an analysis based on original sample estimate. First, that implies if the team climate variable is changed, then attitude would lead to changes in employees' knowledge sharing behavior. Positive sign indicates positive direction of changes in employees' team climate from a change in attitude that indicates when team climate increases, then employees' attitude would also increase, and vice versa by the value of original sample estimate of 0.719. Second, when attitude changes, this change would change employees' knowledge sharing behavior. Positive sign indicates positive direction of changes in employees' knowledge sharing behavior that implies when attitude increases this is in line with an increase in employees' knowledge sharing behavior, and vice versa by the value of original sample estimate of 0.556. Finally, when team climate is changed, this change would bring changes to employees' knowledge sharing behavior. Positive sign indicates positive direction of changes in employees' knowledge sharing behavior because of the change in team climate that implies when employees' attitude increases, employees' knowledge sharing behavior would also increase, and vice versa by the value of original sample estimate of 0.280. Furthermore, figure 3 also gives the value of the coefficient of determination, which is a coefficient that indicates the degree of influence or contribution of endogenous to exogenous variables (or the influence of endogenous variables on other endogenous variables).

Hypothesis Testing. The partial effect's parameter could be determined from the value of t statistic. We could determine whether or not exist a presence of the influence of exogenous variables toward endogenous variables (and from endogenous variable to other endogenous variables) from comparing the t statistic value with the t table (1.96). The value of t statistics that is higher to 1.96 implies an existence of an influence. Vice versa if the no significance value is lower than 1.96. Results of hypothesis testing could be seen in the Table 1 below:

Table 1. Result of Structural Model Testing

Relationship Between Variable	Original Sample Estimate	T-Statistics	Notification
<i>Team Climate → Attitude</i>	0.718550	17.112067	Significance
<i>Attitude → Knowledge Sharing Behavior</i>	0.556125	6.070243	Significance
<i>Team Climate → Knowledge Sharing Behavior</i>	0.279664	3.314702	Significance

5 Discussion

Previous hypothesis testing support the first hypothesis and is in accordance with the opinion that if team climate which consisting cohesion, trust and innovativeness could be applied and considered seriously, the company would be expected to have a good knowledge sharing behavior and positive attitude by build team climate consisting of cohesion, trust and innovativeness that could emerge in the workplace (Xue et al., 2010). Additionally team climate can also increase employees' attitude and employees' knowledge sharing behavior. This is similar to the statement that the cohesion, trust and innovativeness situation is an investment in human resources, not only with regard to the workplace climate but also because it could also

improve employee attitude to behave knowledge sharing behavior within each other (Bock et al., 2005.; Maruping et al., 2008).

The second hypothesis is proven in previous hypothesis testing and in line with previous studies (Xue et al., 2010), which states that, attitude is essential in creating knowledge sharing behavior. Employees' attitude makes employees have a positive behavior because the employee has relative strong cohesion and trust and also innovativeness between each other. Sense of comfort and not have a fear on un trust and lower cohesion would make employees have more spirit whilst working, and would increase employees' knowledge sharing behavior. The influence of attitude toward knowledge sharing behavior is in accordance with the theory expressed by Fishbein dan Ajzen (1975) that the attitude is a negative and a positive perception in knowledge sharing within a team. Team members who have a positive perception about their team will easy do knowledge sharing within their team. Team members are comfortable with climate and atmosphere so that lead team members ease to share knowledge and information. Each of team members would be honest to the information obtained so that the information shared could be useful for shared progress.

The third hypothesis is proven not only based on previous hypothesis testing, but also according to previous studies (Xue et al., 2010). Team climate would have a good performance. A person tends to work with passion if team climate can be gained from their work and time climate is a key driver of employee morale, discipline, and their work performance in supporting the realization of corporate objectives. High team climate would make employees more spirit to the company or to be more motivated at work, working with a sense of cohesion, trust and innovation, and more importantly would increase their likelihood to achieve high productivity and high motivation.

6. Conclusions

There are a few suggestions that may be made from previous discussion, which is based on previous analysis and hypothesis testing. The first is that the company should improve aspects of team climate as team climate proven to have an effect on employees' attitude. Nevertheless, there are still things that need to be improved, especially aspects that still considered low by the employee. These aspects are in terms of building innovativeness behavior as a dimension of team climate.

Second, the company should maintain and improve aspects of employee's attitude because it also proved to be influential knowledge sharing behavior. Nevertheless, there are still things that need company's attention, especially aspects that are still considered low by the employee. These aspects are related to innovative behavior which has lower value comparing other dimension of cohesion and trust.

Lastly, the company should be able to boost team climate because employees' sense of team climate could affect the quality of their knowledge sharing behavior. Knowledge sharing behavior will be achieved if the employees have good perception toward team climate and also build a good employees attitude through their work.

Acknowledgements

This research paper was integrated support from the team and also many people. Especially we would like to thanks to the Committee Board of IAMB for the opportunity to

present this research paper. We also want to acknowledge the re-viewer and all colleagues who provided feedback to improving our paper. Special thanks to my institution, the Dean of Economic and Business Faculty of Airlangga University, Indonesia and the Dean of Economic Faculty of Hasanuddin University, Indonesia my Head of Management Department Drs. Sri Gunawan, M.Com., DBA, Ph.D and my Head of Undergraduate Program Dra. Ec. Nuri Herachwati, M.Si., M.Sc. whose support and give spirit doing the best. Also, a very special thanks to director and staff member of CP Prima, for providing us a golden opportunity to study in this area. Most especially to God, my family and friends, who made all things are possible.

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