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Policy Perception and Personality Features Relationship Modeling on Knowledge Sharing

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ABSTRACT

Knowledge is a key source for today organizations. All of the organizations today found that knowledge is a competitive advantages resource and intangible wealth of organizations. Humans activities like knowledge sharing among organization members , is the base of productivity process from knowledge in organizations. In this direction , present research is studying personality features and policy perception on knowledge sharing and determines job satisfaction intermediacy role. Statistical sample of the study is 108 individuals from women principles of 3-area Mashhad education ,that has been randomly selected. For gathering data , questionnaire was used (with content approval in content and facto analysis and reliability method with Kronbakh Alfa coefficient computation). In order to analysis of data and hypothesis tests, structural equations was used . Results showed that policy perception in organization don't have meaningful effect in knowledge sharing, personality features has meaningful effect in knowledge sharing and job satisfaction has intermediacy role in relation between personality features on knowledge sharing.

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Introduction

In the not very past, power and competitive advantage of an organization with a human community was considered more access to material resources, but now, the situation has generally changed. By passing from the industrial Revolution and entering the new millennium , organizations growth motive motor is not limited to the material resources and capital, but the most important holistic growth variable of present –age organizations and economic establishments is “knowledge”. Knowledge has been turned to one of the most important strategic resources of organizations, since then, knowledge production has been necessary for competitive advantage achievement and organizations success, and nowadays, the most basic competitive advantage for organizations is their ability in knowledge management.

Nowadays through capital in organizations is considered their most important wealth and it's important in direction to reaching to more success and subsistence of organization. In this situation , using of knowledge management as a way for change , seems necessary . Many organizations also found that they need something more than casual access to knowledge for present and future success achievement and even survival , and they have no way except applying of knowledge management system.

One of the main compasses in knowledge management is knowledge sharing. Knowledge sharing is referred to transferring knowledge from one person to another into an organization or between organizations.

Scholars proved that intra-unit knowledge management help organizations with being competitive and more productivity. Intra-unit knowledge management is a process

in which one unit (like a man, a group or section) interacts with their units and influenced by their experience . Most organizations now try to develop the process of effective knowledge and encourage their employees to knowledge sharing. Organizations hope that the interiorized knowledge sharing and intra-organizational knowledge would be increased by these activities.

Many organizations employ a new technology for controlling of their colleague knowledge . Personal is said to use from Internet, data, base or knowledge treasures , decision support devices and group devices, yet most organizations fail in knowledge sharing. So it could be concluded that access to the information technology isn't necessarily lead to knowledge sharing behaviors . One of the main reasons of organizations' failure in knowledge sharing is lack of attention to personal and psychologic aspect of knowledge sharing. Regarding that knowledge sharing is a personal phenomenon and persons have a key role in it's success , but most organizations neglect personal factors effective on knowledge sharing. Including personal factors effective on knowledge sharing , personality features , policy perception in organization and job satisfaction could be named . People have different personality features , agreement acceptance and sense of duty features have a pivotal role in employees' behaviors explanation in work environment because of having social and cognitive nature, and they also in comparison to other features can better predict the knowledge sharing behaviors in organization. Perception from organizational policy is a mental, multi-dimensional and specific-basis psychological phenomenon. Keret Lion in 1936 argued that people respond to their

understanding from a situation that might be different from identical reality, he has generally focused on policy perception. So recognition of employees' perception is important for the organization. Being political of an organization environment is different in employees' point of view; because their notion and perception is different from each other and this perception from policy in organization can cause increasing of work restrictions and decreasing of job satisfaction, organizational citizenship behavior and knowledge sharing in organization.

The extent of positive feelings and attitudes that people have toward their job is called job satisfaction. When a person says he has high job satisfaction, this means that he really likes his job, has nice feelings about his job and appreciates his job. Research results show that employees with high job satisfaction are in good conditions in terms of body physics and mental power. Job satisfaction is the result of employees' perceptions that the job content and background provides something that is valuable for him. Job satisfaction is a positive or pleasant emotional state that is the consequence of job assessment or one's experience. This positive emotional state helps the people mental and physics healthy a lot. From organizations' point of view, high level of job satisfaction reflects a very desirable organizational atmosphere that leads to employees' absorption and survival.

Knowledge management today is considered one of the main and important topics in education. Knowledge sharing as one of the most important main processes of knowledge management has a well-deserved role in scientific development and schools scientific level promotion. Hence, it is important to designing and implementation of processes that helps to knowledge sharing.

On the other hand, people's ability and tendency in knowledge sharing is a very important act for every organization, so as one of the managers' crucial limitations in organization is lack of ability and tendency in new knowledge sharing between employers. It should be noticed that employers' encouraging for knowledge sharing voluntarily, is an easy and simple act and many actors influence on employers' tendency in knowledge sharing.

Therefore, this research looks for answering to this question that how much each of policy perception factors in organization and personality features, sense of duty and agreement acceptance and total job satisfaction can predict knowledge sharing behavior in women principals of Mashhad 3-area schools? And in the meantime, does the total job satisfaction have an intermediary role?

Theory

Knowledge sharing

Data is referring to primary description of events, activities and exchanges recorded, classified and stored in shape of numbers, letters, shapes, sounds and images, but don't carry any special meaning and concept. Information is referred to organized data and are valuable and meaningful for receiver. Knowledge is information or data that have been organized and processed, so that to be the result of an understanding, experience, learning and to be specialized that would have the capability of applying for solving of existing work problem.

Knowledge management is a systematic approach that sets methods for recognition, assessment and organizing, saving and applying of knowledge in order to meet needs and goals of the organization. In addition to information management, knowledge management is responsible for

facilitation in making of new knowledge and managing of knowledge sharing methods.

Success in knowledge management applying, is one of the most important factors for organization's success in competitive conditions and sagacity age. Some of the clear sighted use the process concept of knowledge management operationalizing. In this base, knowledge management process is included of knowledge production or assemblage and recognition, knowledge classifying, saving and documentation, knowledge sharing and distribution and knowledge function. The organization that manages these process well, is a knowledge or knowledge-oriented organization. Knowledge sharing is one of the pivotal domains in knowledge management execution in organizations, is the problem of inside knowledge management and with different organizations. Knowledge sharing has been defined as knowledge transferring and distribution activities from one person, group or organization to another.

Knowledge sharing is referred to a behavior that one person gives voluntarily his/her unique knowledge or experiences to other persons both in and out of organization. So first, knowledge sharing happens between and is different from knowledge transferring available between organizations or organizational units. Second, knowledge sharing is a voluntarily act.

Perception from organization policy

Guege and Bertez (1989) argued that organizational policy is an evident behavior, but actually organizational policy originates from one's perception and reaction toward to self-interest. Frez and et.al (1989) stated that because people's perception predicts specific behavioral and cognitive responses, they are important.

Political behavior in organization is often secret and affected by difference in employees perceptions and attitudes and determined in the basis of practice nature or people's perception from reality and not reality itself. Therefore, a same behavior might be interpreted as political or non-political that depends on one's former experience on his/her reference frame. According Frez and Karmal (1991), organizational policy perception includes of people's perception from others political activities and themselves. This element includes of three dimensions of total political behavior, progressing for succeed and pay promotion policies. According to these agreements in present research, bellow hypothesis is propounded:

Hypothesis 1: policy perception has a meaningful effect on knowledge sharing

Psychological features

Although all of the theoreticians don't agree with the same definition of it, but it can be said that personality is "the relatively constant pattern of adjectives, attitudes or features that makes rather durable people's behaviors". Personality states: individuals features 1: shows behavioral patterns 2: distinguishes him from others 3: makes him similar to others 4: is both constant aspects (structure) and non-constant aspects (process).

When it comes to personality, psychologists pay attention to individual differences more than any other things, that is features which distinguishes one person from others. In this research, two features of agreement acceptance and sense of duty in psychological aspect had been taken into account.

Agreement acceptance : an agreement acceptant person is substantially altruist. He / she sympathize with others and eager to help them and believe that others are mutually helpful.

Agreement acceptance distinguishes between communicational orientation and tendency toward others and hostility and disagreement, and represents trust, sympathy and cooperation. Agreement acceptance includes adjectives shows that people what to do for each other and with each other. Goodheartedness, good morals, trust capability, cooperation sense , charity and simple-mindedness are among adjectives that's used is agreement acceptance definition.

Sense of duty refers to others' reliance capability on individual. Conscientious people are regular, responsible, reliable and tenacious ones. So bellow hypothesis is indicated.

Hypothesis2: personality features has meaningful effect on knowledge sharing.

Job satisfaction

Job satisfaction is referred to individual total attitude toward his/her job and it's a situation in which people feels satisfaction about their job and other related conditions. Or it's the extent of positive feelings and attitudes people have about their job. Job satisfaction is a collection of feelings and beliefs people have about their job . So below hypothesis is mentioned:

Hypothesis 3: perception from policy has meaningful effect on job satisfaction.

Hypothesis 4 : personality features has meaningful effect on job satisfaction.

Hypothesis 5: Job satisfaction justifies the intermediate role in policy perception relationship and knowledge sharing.

Hypothesis 6: job satisfaction has effect on relationship between personality features and knowledge sharing.

Research background

Internal background

Radmard and et.al (1392) made research called : "research organizations' knowledge sharing improvement and view development to the role of culture, justice and organizational trust". Descriptive research method is from alliance branch and based on structure equations modeling. Research statistical community contains employees occupying in oil industry. The main device of gathering data , is questionnaire. Research results indicates that organizational justice and culture has a positive, direct and meaningful relationship with organizational trust and on the one hand, organizational trust has a positive, direct and meaningful relationship with knowledge sharing.

Rahnavard and Sadr (1388) have made a research called, "Employees knowledge sharing culture perception relationship with organizational factors in state systems". On the basis of this research findings, management commitment to knowledge sharing, appropriate technology existence for knowledge , trust, organization size, social interaction space, rewarding structure and difference in communication situation have a meaningful relationship with knowledge sharing culture perception in state systems having provincial existing budget in Ghazvin.

Keshavarzi and akhondzadeh (1391) made a research for recognizing of sharing obstacles in Shahed university. In this research, knowledge sharing obstacles have been analyzed in tripartite factor model of personal, organizational and technology. Research statistical community contains employees, faculty members and students. And descriptive

statistic has been used for data analysis. Also indexes importance and measure has been computed using entropy method and foregoing tripartite factors has been compared regarding these measures. On the basis of obtained results, organizational factors has been determined as the main obstacles of knowledge sharing. And university should focus on these kind of factors in his first important activities steps.

Fani and et.al (1393) have made research called : "determination of intermediacy role of organizational policy perception between employees political behavioral and personal, occupational and organizational". Smart PLS Lisrel software as been applied for research data analysis using structural equations modeling and course analysis. Obtained finding showed that organizational and occupational factors have had effect on political behavior through perception from policy. Among personal factors variables, hypothesis related to the effect of control center and self-dynamism on political behavior has not been approved.

External background

Saeid (2016) has made a research called: "Job satisfaction and knowledge sharing effects on employees performance". For gathering data and data analysis , quantities research approaches has been used. Society of this research has been oil industry employees. Research results showed that in petroleum and gas industry, job satisfaction is strongly related with support management and technology using. And at the same time, is less related to independence and reward.

Tang and et.al (2014) have investigated knowledge sharing effect on organizational culture and job satisfaction in order to increase the big companies performance . The findings showed that organizational culture is notably influenced by knowledge sharing and job satisfaction, and knowledge sharing plays an intermediate role between organizational culture and job satisfaction.

Monber and et.al (2014) made research called : "integral structure from organizational perception , support, knowledge , sharing behavior, organizational commitment and trust : an approach in knowledge management strategy". In this research, 159 individuals, totally from Malezi manufacturing company employees have answered the questionnaire and data analyzed using SPSS, LLREL (verition9) . Findings showed that perceptual organizational support dimensions, organizational trust, and organizational commitment have positive intermediate effect in knowledge sharing behavior. In addition, organizational commitment is perfectly an intermediate of relationship between perceptual organizational support and knowledge sharing behavior and also between organizational trust knowledge sharing behavior and besides , organizational support perception is positively correlated with organizational trust.

Regarding to the hypothesis, the research of conceotual model is presented :

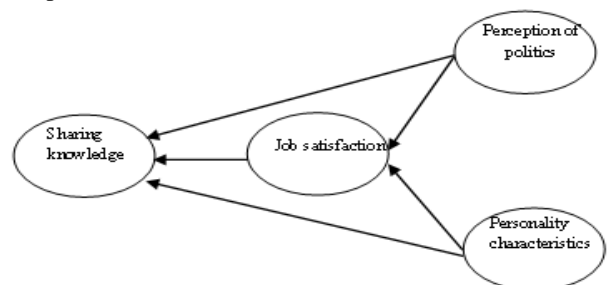


Figure 1. Research Model.

Research psychology

This research in terms of purpose, is functional and in terms of method, is geodesic –analytic and based on covariance matrix analysis using structural equation modeling (SEM), that during it's administration steps, looks for description of relationship between variables of policy perception, personality features, job satisfaction and knowledge sharing. Statistical society of this research , one women principles of education Mashhad 3-area schools. Statistical society is 220 individuals. So search society was clearly considered .For determination of sample volume , Kokoran formula for known society was used. In this method, firstly a primary model including 30 questionnaire from representatives w pretested and with replacing it's standard deviation a amount of 0/5 in Kokoran formula as carefully estimated and assurance level: 0/95 and error amount of 0/07 of sample volume minimum :104 was determined .Regarding to predicting of lack of some questionnaires returning , 120 questionnaire was randomly distributed among nurses and 108 out of them was returned. Finally 108 qualified questionnaire was used n analyzing process. Standard scales of Ahei study (1393) was used for variables measurement . Content and formal validity of final questionnaire was approved through investigation of management clear-minded ideas. Job satisfaction with 6 , policy perception with 15, personality features with 20 and knowledge sharing with 7 questions were measured. Questionnaire structure validity was also approved using content-formal way by two professor of management field . Also, conformational factor analysis method was used for structural validity assessment. And for questionnaire reliability investigation, Kronbakh Alfa coefficients are presented in table 1 in order of variables . Also, the result of conformational factor analysis is shown in table 2. It is necessary to say that all of cases was assessed through Likert scale in a range from completely disagree(1) to completely agree (5). In order to analyzing data, different ways of statistical analysis such as Persian correlation analysis for correlation coefficient computation of zero rank , structure equation modeling for study of structural equation pattern fitting with collected information, and Bootstrap way of AMOS (analysis of Moment structures) for study of job satisfaction intermediating was used. These analysis took place by using Moment structures analysis (AMOS v.20) and statistical package for social science (SPSS v.19).

Research finding

Demographic findings

Responders features in this study was assessed using four demographic variable of age, education degree, record of service and degree just for testable reports. Responders age average was 41/68. Record of service average was 18/61. 26/9 percent of responders had degree of associate, 67/6 had licentiate's degree, and 5/9 MS and some of them had PHD. 83/3 had formal employment , 4/6 employed under a contract and 12/1 was conventional.

Research management model

Whereas one of the preconditions of covered variables approach applying in SEM pattern is the existence of correlation between research variables, so Pearson correlation analysis was carried . Correlation amount of every variable with other variables, every variable Cronbach's *alpha* and also their descriptive statistics including average and standard deviation is presented in table 1.

Table 1. Average, standard deviation, reliability and correlation of variables.

Variables	Average	Sd	1	2	3	4
Perception of politics	3.07	.37	(.64)			
Personality characteristics	4.11	.49	-.14	(.90)		
Sharing knowledge	4.19	.44	-.14	.39**	(.75)	
Job satisfaction	4.23	.73	.42**	.35**	.45**	(.81)

Explanation: ** Correlation [one-sided] at a meaningful level ($p < 0/01$); correlation at the significant level ($p < 0/05$); the values in the parentheses indicate the Cronbach's alpha coefficient

This table coefficients shows that the biggest correlation coefficient is related to relationship between job satisfaction and knowledge sharing at 0/45 and correlation between policy perception and personality features is negative and nonsense. So in the basis model, these relationship isn't measured, so the first hypothesis that indicates policy perception has meaningful effect on knowledge sharing is rejected. Responses average for al variables is more than medium and the most amount also belongs to the job satisfaction variable.

Nonsense model

Before presented structure model assessment, it's necessary to study the regression weight meaningfulness of questionnaire different structures in predicting of related buoys in order to make sure about measurement models propriety and their indicators acceptability in structures measurement . This was accomplished using conformational factor analysis technique and AMOS 22 software.

In order to study measurement device validity through conformational factor analysis, gathered data normally was first confirmed by every buoys that was approved by two protraction and curved in AMOS software. (these for curved). Then in the second step, structure model was studied, factor weights (regression coefficients) of buoys should be bigger or equal to 0/5, and all buoys factor weights was bigger than 0/5. So measurement device convergence was approved and in order to study of overlapping lack between questionnaire structures in related to measurement buoys, correlation between two structure should not be more than 0/9, that statistical output showed that all the correlations between variables was less than 0/9.

Also it can be concluded from table 1, present research conceptual model , has a appropriate fitness with gathered data.

Table 2. Model fitting indicators.

Recommended amount	Model of the main hypothesis model	Fit index
< 5	3.34	X2/df
< .08	.08	RMR
> .90	.94	CFI
> .80	.86	GFI
> .80	.82	AGFT

In fitted model all relations between variables except policy perception and knowledge sharing statistically are meaningful. ($t > 1$, $.64$ and $p < 0/5$) and the main hypothesis was approved. Also, in this model, coefficient effect of human sources management activities on organizational effectiveness is $\beta = 0/16$.

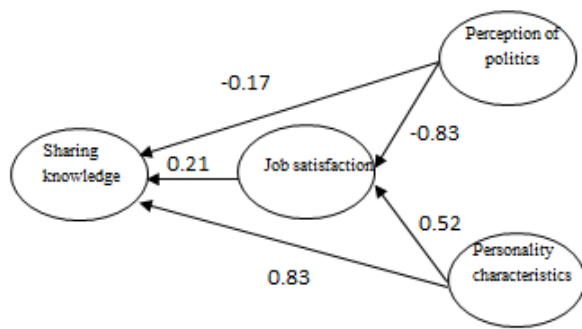


Figure 2. Relationships between variables.

Intermediacy analysis

In order to study intermediacy test, Baron and Kenny test was used. On the basis of proposed approach by Baron and Kenny (1986) for job satisfaction intermediacy role test about relation between personality features and knowledge sharing and relation between policy percept and knowledge sharing is taking place is two steps. In the first step, firstly dependent variable should have meaningful effect on independence variable and if regression coefficient was meaningful, intermediate variable is added to the model in the second step and regarding to the fact that correlation between policy perception and knowledge sharing was not meaningful and statistical test results in relation between policy perception and knowledge sharing was that the critical amount was $-1/47$ that was bigger than $-1/64$ and meaningful number was $0/14$ that was bigger than $0/05$, so the fifth hypothesis is rejected. In order to test with hypothesis that studies job satisfaction intermediacy between in relation between personality features and knowledge sharing in which regarding to meaningfulness of non-direct effect of personality features on knowledge sharing for the sake of job satisfaction variable presence, it could be concluded that with $0/95$ probability, sixth hypothesis based on job satisfaction intermediacy was confirmed.

Research hypothesis test results is briefly presented in table 3.

Table 3. Summary of test results of research hypotheses.

	Relationships	(β)	T	sig	result
1	Perception of politics/Sharing knowledge	-.17	1.47	.14	Reject
2	Personality characteristics/Sharing knowledge	.35	4.32	.00	Confirmation
3	Perception of politics/Job satisfaction	-.83	4.77	.00	Confirmation
4	Personality characteristics/Job satisfaction	.52	3.82	.03	Confirmation
5	Perception of politics/Job satisfaction	.28	1.78	.09	Reject
6	Personality characteristics/Job satisfaction Sharing knowledge	-.13	3.39	.01	Confirmation

Discussion and decision

The purpose of present research is study relations between policy perception and personality features in knowledge sharing with job satisfaction intermediacy role. Data analysis results showed that proposed model with these data has an appropriate fitness. This study was carried over women principles of Mashhad 3- area education. This research looked for several goals. The first goal is study of policy perception effect on knowledge sharing that results showed that policy perception effect on knowledge sharing was negative ($-0/17$) but it statistically wasn't meaningful that

regarding to the scholar's presence in studying society, political behaviors in society isn't tangible. The only accomplished search about that was Ahei study that wasn't approved in this case. The second goal of research is study of personality features effect on knowledge sharing that showed that standardized parameter became $0/35$ that is statistically meaningful. This means that principle personality features has effect on knowledge sharing and regarding to the questionnaire, personality features includes agreement acceptance and sence of duty. So the higher sense of duty and agreement acceptance, the more knowledge sharing between them. The third goal is studying policy perception effect on job satisfaction that standard parameter is $-0/83$ and is statistically meaningful. Actually if women principles have high policy perception, their job satisfaction decrease. The fourth goal of this research is studying personality features effect on job satisfaction that standardized parameter is $0/52$ and statistically meaningful. Actually if women principles have higher agreement acceptance and sence of duty, their job satisfaction is more too. Second, third and forth hypothesis approval has been according to Ahei study. The fifth goal is to study job satisfaction intermediacy role on policy perception and knowledge sharing that is not statistically meaningful, because policy perception effect on knowledge sharing was not meaningful. The sixth goal is to study job satisfaction intermediacy role on relation between personality features on knowledge sharing that standardized parameter is $-3/39$ and the reason of being negative is that personality features effects on knowledge sharing is stronger than it's effect on job satisfaction and this relationship was not approved in Ahei study.

In general, present search results mentions the point that policy perception has negative effect on job satisfaction. So we should look for creating work environments without policy. Also people personality features has tangible effect on their behavior, so people who have higher agreement acceptance and sence of duty, besides having higher job satisfaction, they share their knowledge with their colleagues.

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