



# Study the Effect of Knowledge Sharing on Employees' Creativity of IRI Police Engineering Administration

Yousef Reza Bayrami<sup>1</sup>, Sabina Mirzaei Nobari<sup>2\*</sup>

<sup>1</sup>Department of Management, Electronic Branch, Islamic Azad University, Tehran, Iran.

<sup>2</sup>Department of Management, Electronic Branch, Islamic Azad University, Tehran, Iran

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## ABSTRACT

**Objective:** This article was executed by the title of studying the effect of knowledge sharing on employees' creativity of IRI police engineering administration. **Methodology:** The methodology was applied and descriptive-correlative according to the objective and identity of issues. Statistical population of this study is all managers, assistances, and skilled experts in IRI police who were 140 that all were selected as statistical sample. Standard questionnaire was used in order to collect data. The ideas of experts and scholars were used to test the face and content validity of questionnaires. Cronbach's alpha coefficient was used to test the reliability of questionnaires. The calculated alpha for questionnaires was obtained higher than 0.7. **Results:** Results showed that knowledge sharing has positive and significant effect on employees' creativity. In other words, knowledge sharing improves employees' creativity. **Conclusion:** According to the results of this research after indication of advantages and disadvantage of knowledge sharing, organization can identify proper strategy and approach about knowledge sharing, use the best methods of increasing knowledge sharing in organization, reinforce advantages and weaknesses, and also stop the obstacles reducing knowledge sharing in organization. Finally, it must be noticed that the knowledge sharing strategy is a continued attempt which must always be alive and in organization.

## 1. Introduction

In today's competitive world, enterprises need to use marketing techniques and conduct specialized marketing

Knowledge is one of the vital promoting force for business

One way of succeeding in organizations is more innovation and creativity of employees. The effective factors on economic development of countries are creative human force. Economic creativity is a dynamic process leading to innovation in technology, business manners, marketing, etc. and has close connection with achieving competitive opportunities in economy. Uprising creative human force improves organizations and increase productivity in organizations. (KEA European Affairs, 2006) Creativity has an important role in future development of counties. Creativity is an important factor in ability of national development and competitiveness (Burgelman, 2006). Undoubtedly, manager creativity has a significant role in organizations and employees. The creative manager tries to make working groups with various thoughts in organization. Giving freedom of action to employees, employees' participation in activities, coordination, and property among employees, making continuous communication channels, making internal and external motivations, making attractions for jobs, accurate and fair rewards, unnecessary evaluations, and qualified appointment of employees are results of having creative manager in organization (Pandey, 2009; Yakan and Oyo, 2012).

Nowadays, according to the economic conditions of society and increasing number of engineering projects, employees who have worked in IRI police force with efficient knowledge and experience, or the ones with creative minds have no profitability in working and retirement years, and there is no strategy and plan of exchanging ideas in organization. Organizational knowledge can be efficiently and effectively distributed in organization level and employees must share knowledge in order to improve and promote organizational performance using motivations and removing obstacles of knowledge sharing. Knowledge sharing is a key element of efficient and effective knowledge management. (Riege, 2005) The purposeful knowledge sharing in

\* Corresponding author: [Mirzaei.nobari@nomail.com](mailto:Mirzaei.nobari@nomail.com)

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organization leads to quicker organizational and individual learning, develops creativity, and finally improves organizational and individual performance. In this regard, organizations reinforce knowledge sharing and appraise their employees to it. (King, 2001) The reasons for importance of knowledge sharing is that it reduce costs, improves performance, improves service provision to customers, reduces development time of new products, reduces delay time for goods delivery to customers, and finally reduces the related costs to find and access to the valuable knowledge inside organization (Skyrme, 2002; Sarmad and Bazargan, 2004). Knowledge sharing need durable commitment, creativity, and interactive learning process. Therefore, identification effective factors on people tendency on knowledge sharing are so important, and organization must have specific look toward it. (Afid and Hussain aini, 2011; Azar and Momeni, 2012).

According to the importance of knowledge sharing, the present research studies the effect of knowledge sharing on creativity of IRI police force.

## 2. Materials and methods

The methodology of this research was applied and descriptive-correlative according to the objective and identity of issues. Statistical population of this study is all managers, assistances, and skilled experts in IRI police who were 140 that all were selected as statistical sample. Standard questionnaire was used in order to collect data. The ideas of experts and scholars were used to test the face and content validity of questionnaires. Cronbach's alpha coefficient was used to test the reliability of questionnaires. The calculated alpha for questionnaires was obtained higher than 0.7. Results showed that knowledge sharing has positive and significant effect on employees' creativity. In other words, knowledge sharing improves employees' creativity. Statistical indexes such as frequency, mean, standard deviation were used in descriptive statistical level and Kolmogorov - Smirnov test, Pearson correlation, and path analysis using SPSS software were used for inferential statistics (Bayat and Yaghobi, 2014; Rezaei et al., 2014).

## 3. Discussion and results

### 3.1 Findings

In order to analyze research hypotheses, Kolmogorov - Smirnov test was used for data normality that findings are shown in table (1). The results of this test showed that data has normal distribution; therefore, parametric tests can be used.

**Table 1. Results of Kolmogorov - Smirnov test for research variables**

Variables	Z-value	Sig. level	Result of hypothesis
Motivation	1.351	0.053	Normal
Personality traits	1.086	0.189	Normal
Cognitive skills	0.825	0.504	Normal
Social conditions	1.211	0.091	Normal
Organizational conditions	1.101	0.269	Normal
Technological conditions	0.833	0.0491	Normal
Employees' creativity	0.848	0.468	Normal
Knowledge sharing	1.097	0.264	Normal

Table (2) shows the correlation matrix among latent variables. One relationship among latent variables is in structural equation model (SEM) based on association. Correlation is a kind of relationship between two variables, but it is non-directional and its nature is evaluated by a correlational analysis. Pearson correlation coefficient shows that there is direct and significant relationship in 95% sig. level among all variables. For example, there is direct and significant relationship in 95% sig. level between motivation and personality traits, cognitive skills, social conditions, organizational conditions, and technological conditions.

**Table 2. Pearson correlation coefficient**

Variables	Motivation	Personality traits	Cognitive skills	Social conditions	Organizational conditions	Technological conditions
Motivation	1	Sig<0.01	Sig<0.05	Sig<0.05	Sig<0.01	Sig<0.01
Personality traits	0.233	1	Sig<0.01	Sig<0.01	Sig<0.01	Sig<0.01
Cognitive skills	0.283	0.146	1	Sig<0.01	Sig<0.01	Sig<0.01
Social conditions	0.281	0.177	0.264	1	Sig<0.01	Sig<0.01
Organizational conditions	0.442	0.255	0.323	0.395	1	Sig<0.01
Technological conditions	0.459	0.312	0.296	0.327	0.626	1

Another type of relationship among latent variables in SEM is direct effect. Direct effect is actually one of constitutional elements of SEM and shows directional relationship between two variables. This effect actually shows the assumed causal linear effect of one variable on another variable. Each direct

effect indicates a relationship between one dependent and one independent variable. Although, one dependent variable can be independent variable and vice versa.

**Table 3. Path coefficients, t-value, and results of hypotheses**

<i>Hypotheses</i>	<i>Path coefficient (<math>\beta</math>)</i>	<i>t-value</i>	<i>Sig. level</i>	<i>Result</i>
Knowledge sharing→ employees' creativity	0.88	4.09	Sig<0.01	Confirmed

## 4. Conclusion

Today, knowledge sharing in organizations is one of the main elements of knowledge management strategies and the main way of achieving competitive advantage for organizations. Organizations need employees with innovation, ideology, and experience and knowledge sharing. According to this advantages, the present research started by asking this question “whether there is a model for relationship between knowledge sharing and employees' creativity of police engineering administration?” the main objective of this question is to find the main and infrastructural traits of knowledge sharing in organization. A framework was established along with the main framework of knowledge sharing and its relationship with employees' creativity was studied.

Results of this research showed the direct and significant relationship between knowledge sharing and employees' creativity and also positive path coefficient shows the alignment of changes. Much more knowledge sharing lead to more effective growth of employees' creativity.

According to the results of this research after indication of advantages and disadvantage of knowledge sharing, organization can identify proper strategy and approach about knowledge sharing, use the best methods of increasing knowledge sharing in organization, reinforce advantages and weaknesses, and also stop the obstacles reducing knowledge sharing in organization. Finally, it must be noticed that the knowledge sharing strategy is a continued attempt which must always be alive and in organization.

### 4.1 It is seen according to the obtained results:

All three mentioned indexes have positive and direct effect on knowledge sharing.

Technology conditions has an important role in knowledge sharing and managers of police engineering administration must always mention this notice to have more focus on technological condition to increase knowledge sharing in police engineering administration. In addition, organizational condition and particularly participating culture is the most effective factor on knowledge sharing in police engineering administration. Having sense of responsibility and organizational environment are the most important priorities to share knowledge. This research shows that people with more risk taking are considered creative in police engineering administration.

### 4.2 The following suggestions are to improve knowledge sharing in police engineering administration (between desirable and undesirable conditions):

- Police engineering administration must prioritize tasks according to technological conditions and provide better storage and recovering by cooperative and communicative extensive technologies.
- According to the obtained results, managers must have more attention o employees to make confidence among employees of police engineering administration.
- The employees with sense of responsibility in workplace must be identified and increase this sense by giving rewards.
- Managers must keep the participating culture alive and dynamic in police engineering administration by giving ideas about decision makings and better doing of operational tasks to represent creativity among employees by experience and knowledge sharing.
- Examining other factors such as competitive environment, customers' needs in discerning amount of knowledge sharing, and analysis the gap between the preset and desirable knowledge sharing.
- It is suggested to provide a system to analyze the sensitivity of the performance indexes using the simulation conception in order to evaluate change of each index using knowledge sharing.
- It is suggested to study and formulate the evaluation design model for effect of knowledge sharing on employees' creativity in institutes and scientific and research centers

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