

The Effects of Collaborative Cultures and Knowledge Sharing on Organizational Performance through Employees' Satisfaction

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Abstract

The objective of this manuscript is to examine the influence of collaborative cultures and information sharing on organizational performance in Saudi ports authority (KSA) through employees satisfaction. Experimental analysis based on the existing dataset indicates a very encouraging and improved performance.

Keywords: Knowledge sharing, Non-profit organization, Collaborative cultures, effective communication, Individualism–collectivism, Employees Satisfaction and organisal Performance.

1. Introduction

Based on performance in producing profits, the success of a corporate enterprise is measured. Business companies need to achieve outstanding operational efficiency in order to earn revenues. The word "organizational performance" refers to a wide spectrum of interactions that take place within an organisation. These interactions can be rapidly encouraged if the organization's organizational climate assists or enables the relations to take place. The higher the times of encounters, the higher the chance of information exchange happening. In addition, sharing can also make offer high level of satisfaction which results in high performance of organization.

Islamet et al., (2011) points out the connection between organizational understanding and the exchange of information and suggests that, because these two are related elements, organizational development and knowledge exchanging have a very similar relationship. The existence of knowledge sharing will encourage more effective outcome of employee's strategy that takes place. Information sharing, meanwhile, is influenced by tradition. Davenport and Prusak (1998) clarifies that culture exclusively encourages the exchange of information and incorporates knowledge within organisations, supports conversations and exchanges to encourage the ways of human endowments at different organizational stages.

A culture of support can build environments that can facilitate sharing. In addition, the framework for sharing will offer an incentive to move information from one segment or level of an organization to another section or level of the organization. The triumph in organizational understanding will stimulate improvements on the bases of new insight that can, as a result, increase the efficiency of organizations. In addition, research undertaken by the researcher on the cultural values and efficiency of an organization (De Longand Fahey, 2000) uncovers that the culture of trust and cooperative cultures enhances an organization's knowledge sharing as well as effectiveness. This result indicated that, as indicated by efficiency, a superior culture will encourage knowledge dissemination and increase productivity. according to Tsai (2011), culture might offer positive impact to job satisfaction which result in high organisal performance. One of the organizations or institutions with a very operational infrastructure is the Saudi ports authority. Many groups around all areas of the organization are involved in judgment-making and sometimes strategy-making. The organizational system (cohesive cultures), also including the trends and practices of information spreading, contributes to a major part in making decisions and policies. The Saudi ports authority can also learn by practice equally from the information coming from the outside of the organization and by experience that is gained from long-term experience. Organizational processes. This competence can be summarised in employee's performance. The connection between employee's performance, information exchange and organizational culture has been highlighted by previous research. Davenport and Prusak (1998) state that organizational culture has an impact in collaborative learning efficiency, while processing information is intimately linked to organizational understanding (Islam et al., 2011).

In addition to this, Ahmed et al., (2016) points out that the organisal performance could be influenced by culture of collaboration at the very same moment whilst effective communication impact organisal performance. Employees' performance is characterized by principles, values and support mechanisms for the growth, formation or sharing of information in organizational culture (Alavi and

Leidner, 2001; Gold et al., 2001). Cultural will initiate an organizational dynamic that will later impact organisal performance (Janz and Prasarnphanich, 2003). Although, the hierarchy trend will influence the efficiency of information sharing whenever it comes to quality governance (Rangachari, 2010). Cross-functional partnership in effective governance also provides opportunities for awareness building (Lin et al., 2015; Nugroho, 2018). In particular, regional or interregional cooperation can also take shape; Sun and Cao (2015) suggested that the strength of inter-regional cooperation was greater than that of the other. Collaboration may influence the organizational response capability that subsequently facilitates organizational learning (Cai et al., 2016). Certain variables such as organizational environment (Janz and Prasarnphanich, 2003), hieratic judgment configuration (Rangachari, 2010), geographical location (Sun and Cao, 2015) and organizational reaction were taken into account independently in investigation on organizational understanding, mutual cultures and information spreading (Cai et al., 2016). In an interconnected system, this study aims to merge sharing of information, collaborative culture on organisal performance through employee's satisfaction.

The integration of these four variables has not been regularly examined. to better understand and to get a deeper analysis of the processes between collaborative community, information exchange, satisfaction and employees' performance, this study aims to work with them in one systematic model.

Finally, after seven questions, this study is going to concentrate on these:

- Is there any effect of collaborative the culture on knowledge sharing?
- Is there any effect of collaborative the culture on employees' satisfaction?
- Is there any effect of collaborative the culture effect on Organisal performance?
- Is there any effect of the knowledge sharing effect on employees' satisfaction?
- Is there any effect of the knowledge sharing effect on Organisal performance?
- Is there any effect of satisfaction as a mediates between collaborative culture and Organisal performance?
- Is there any effect of satisfaction as a mediates between knowledge distribution and Organisal performance?

2. Literature Review

2.1 Organizational performance

Organizational performance is known as an organization's real success or the results as compared to the predicted outputs (goals and objectives). As mentioned by Richard, the corporate success involves three very specific aspects of business results that are financial performance, including income and return on assets, return on the investment such as performance of the commodity market, such as revenue, marketplace share and return of shareholders, which is the overall return of shareholders, additional economic benefit. Organizational success is concerned with experts in many areas, including strategic consultants, operations administrators, finance directors, legal advisers, entrepreneurs (owner of the organization). Each organization intent to gain a success in their competitive market through differ t strategies such as consultants, operational and supply chain, thus , in the recent year each organization intent to evaluate their own success through different methods such as financial performance , customer satisfaction , loyalty of workers. Organizational variables such as human and cultural factors, technologies, natural capital, economic factors, legislative policies, markets, management theory, organizational culture (Goals, Value, Principles & Norms), organizational environment, driven actions and collaboration, structure, technical and physical resources, financial resources, style of leadership are to be adopted by organizations. The company obtains certain outcomes such as efficiency, effectiveness, growth and the happiness of the individual through a mixture of these tools. organization base on different factors in term of measure the target and the accomplish of the organization , these factors could be external factor such as a global economic and political, on and internal factor for example, decision making and communication among the workers.

2.2 Employees' satisfaction

The sustainability of the whole enterprise relies on every organization's most valuable assets, which also is obviously human capital. They are designers and pioneers of innovative strategic, technological and organizational ideas, creators of new principles, controllers of operating processes and developers of business structures in level if employees' satisfaction could be affected by monthly payment, communication among workers etc. Thus organization pay high attention to these factors in order to increase the level of the satisfaction among the workers at the work place although some happier worker could offer negative contribution to the organization however, high satisfaction level is an essential at each organization inter of existing in the global market. Therefore, HR proposals and techniques are based on how employee retention can be increased, and also have consequences that demoralize top performers. Employee happiness and workers

involvement are two related words on the surface, and both phrases are used interchangeably by multiple persons. For an organization to make proactive decisions to build a community of commitment, the importance of understanding the difference between satisfaction and involvement is very important. Employee retention includes workers' fundamental concerns and desires. This is a decent point of departure, but generally it falls short of what really matters

2.3 knowledge sharing

Information exchange takes place at a time where a person is able to learn or give other people knowledge and develop new skills. Training involves the extraction, ingestion and application of information (Senge, 1988). According to Senge's study on hotel sharing, it is concluded by the results that the dissemination of the perspective of many other owners and hotels in almost the same chain has a major positive impact on daily operations. The sharing of information between people enhances their skills and provides new knowledge or information for these individuals (Sveiby, 2001). If this information is exchanged and passed to others, information will raise values (Bornemann and Sammer, 2003). Based on these observations, it is apparent that, if the information is shared with others, awareness would increase. In other terms, if information is exchanged and, alternatively, not diminished, information would also increase, unlike tangible assets. Hansen (2002) notes that in the presence of unnecessary indirect networks, partial information transmission can occur when the quality of knowledge declines or is less reliable. Based on this observation, it is clear that whether or not a person does not comprehend, overlook, ignore, refuse to understand the true purpose or other factors affecting the development of information, an organization's output will still be impaired. The partial transition of information that exists is often called depreciation of knowledge or forgetting organizationally (Argote, 1999).

Argote (1999) suggests that the deflation of information is analogous to the reduction of currencies, where knowledge loses its worth. If Such a situation arises, firstly, without moving their information, workers leave. Secondly, an organization's corporate expertise has become obsolete (as the enterprise has lost its productivity temporarily). Thirdly, using the old know-how, creative goods / services are produced, or the items are not viable. Fourthly, the transition of information is not fully undertaken. Fifthly, it's hard to access corporate information. Such conditions can adversely affect an organization's efficiency, such as decreasing productivity, customer loyalty, etc.

Nonaka and Von Krogh (2009) noted that explicit and tacit knowledge are principles that in the development of

organizational knowledge will vary across continuums. Nonaka and von Krogh (2009) also stated that further research is required on the relationship between the development of organizational information and social practices in the organization, and how social practices will lead to the transition of tacit knowledge. Social behaviors should be reflected in the current community of the organization as part of interpersonal learning. Collaborative cultures: sharing patterns and the cultural differences: Researchers have extensively studied variations in the trends of national factors and traditional behavior. In turn, variations in a country's cultural patterns the views of the people in an organization would be influenced. As a typical example, the layout of a nation that appears to be classified as a collective under nation that will appear and chooses to assemble as well as and speak (share) in a group relative to the distinctive one. Ardichvili et al. (2006) examined gaps in exchange of information amongst Russian, Chinese and Brazilian employees in a social contrast using universal standards. Individualism as well as collectivism. The distinction amongst the two of these kinds of cultures has also been. In multiple cross-cultural experiments, incorporated. individuality defines a person's propensity in order to give preference to individual interests over the aims of a greater social society. On the other hand, people in the collectivist community prefer giving preference to aims of a larger collective.

A collective set or a group with which they can relate (Hofstede, 2001), which also causes people to behave to support their culture or society (Trompenaars, 1994). In comparison, the distinction of individualistic- collectivistic is derived from the meaning of the term "self" (Triandis, 1995). Individualism members see one to be autonomous of each other, whereas collectivist members consider each other as interrelated. Bhagat et al. (2002) note that distinctive culture followers also collectivist culture followers are categorized based on various forms of interpreting information and constructing knowledge.

In-group as well as out-group adaptations. Individualistic and collectivist thought affect the effects of discrepancies in orientation. The consequences of variations in the preference of the in-group and the direction of the out-group can also be known as the collectivist group will tend to discuss with the participants of the same group what they know. As a consequence, mutual interests are given preference to individual beliefs, which are not associated with the party, and perhaps the group does not wish to interact immediately with others. Around the same time, the focus of the power group also adversely perceives the out-group (Ashwin, 1996). Such community orientation can greatly hinder information exchange in an organization or at the inter-organizational level (Hutchings and Michailova, 2004).

By analyzing the factors shaping knowledge quest behavior, literature draws attention to the life of a person to win face (Mianzigain) or prevent losing face (Mianziloss) by cultural elements centered on the duality of individualism-collectivism (Hwang et al., 2003). Using both conditions as the contract, Hwangetal (2003).s study students that are studying in the colleges in the USA characterize the loner character and find proof, including, among many other items, that a person who wants to acquire face tends to use structured communication networks to demonstrate their skills. In addition, Bansler and Havn (2003) consider that the cause many administrators would not want to add to intranet-based repositories is that they only want to escape the perception that complaining is what they're doing and. Status, power gap, vertically and horizontally societies, and cultures of accomplishment and ascription-oriented meaning. Bhagatetal. (2002) includes the variations used by Triandis (1995) in the knowledge transmission system between both the horizontal society and the vertical culture, which is divided into four different cultural traditions, including upright and parallel collectivism and perpendicular and lateral individualism. The vertical-horizontal disparity is analogous to power distance dimension (Hofstede, 2001). Anyone contributing to the vertical society will appear to judge and perceive themselves to have a distinct social standing than others in different ways. In fact, not only is the disparity in standing acknowledged, but also assumed to be important in the power distance community (Hofstede, 2001). In the other hand, in the horizontal society, power gap is not important, indicating that there is no significant impact on the disparity in status. In addition, Bhagatetal. (2002) suggests that variations in the preference for encoding and communicating particular forms of information have resulted in such variance. In addition, the distinctions between the parallel culture and the perpendicular culture are often used by Bhagat et al. (2002) to better explain the across the border transmission of learning as the vertical culture involves two-way data.

2.4 Employees' satisfaction as mediator

Employee's satisfaction towards job whereas in the course of information exchange, inherent motivation plays a part. Employees are only able to share their experience with the company if they are happy with their employment. Employees' identification with the organization and interest in the achievement of the company's priorities seem to be considerably stronger because they have a constructive mindset toward work, and they expect to share expertise. which result in high performance. the organizational performance is the product of work that can be done in an institution by an individual or group of persons in compliance with their respective authorities and

obligations in an attempt to lawfully, morally and ethically meet the proper organization (Barasa et al., 2018). Hence the satisfaction of employees will present in quality work and creative capabilities which lead the organizational performance to be increased (Trivellas et al., 2015; Tsai, 2011) Researchers have concluded that the potential of an organizational performance to be imaginative and inventive relies or depends on the exchange of expertise inside and through divisions and departments (Bock, Zmud, Kim & Lee, 2005; Ahmed et al., 2016). This knowledge sharing is dependent on collaborative culture amongst the divisions and departments. However, the employee satisfaction present as an essential part between collaborative culture and knowledge sharing, in another word it is present as a mediating role by enhancing and promoting happy employees to collaborate intra and intercultural. According to the literature review, past research and keeping in mind above discussions, the following hypotheses are proposed:

- H 1. Collaborative cultures positively affect knowledge sharing.
- H 2. Collaborative cultures positively affect employees' satisfaction.
- H 3. Collaborative cultures positively affect organizational performance.
- H 4. Knowledge sharing positively affects employees' satisfaction.
- H 5. Knowledge sharing positively affects organizational performance.
- H 6. Employees' satisfaction positively affects as a mediates between collaborative culture and Organisal performance?
- H 7. Employees' satisfaction positively affects as a mediates between knowledge sharing and Organismal performance?

3. Method

This sample of study will be composed of workers from Saudi Ports Authority, KSA. The sample will be obtained using the basic methodology of random sampling. total, 589 questionnaires from an aggregate population from claiming 8000 were dispersed of the regulatory employee of Saudi Ports Authority, KSA. About every last one of questionnaires disseminated, there will be somewhat added up to 367 substantial respondents who will be investigated later in this exploration will be sent to the employees that work at cargo section. The information will be collected utilizing those fractional minimum squares (PLS) approach for those support of keen PLS product. In order to gathering information through questionnaires, the examiner will utilize an ostensible scale for one to seven for

“strongly disagree” Hosting a mark for one. What's more “strongly agree” A score for 7. Respondents will be free on figure out the score about every inquiry exclusive of deciphering/presenting the foreordained standard. Disposal of such standard will may point on dodge pre-dispositioned suppositions provided for Eventually Tom's perusing those respondents as an after-effect of the tendency will compose down replies that give “safe” marks. The seven-point Likert scale will be chosen after keen investigation of these variables to combining the questions (Bell, 2005). Unlike 1–5 Like rt scale, the 1–7 Like rt scale will may be fit about providing for respondents an extensive variety of reactions to the questionnaires' choices, guaranteeing those reactions may not surely be distorted Also permitting thorough Investigation (Hussey and Hussey, 1997). It is important to keep in view interpersonal learning, shared environments and information sharing in order to get a four-way interlinked relationship which helps one another jointly. In principle, shared culture is predicted to encourage and promote the exchange of information and can be predicted to facilitate organizational performance at the same time. In addition, corporate learning can also be specifically facilitated through collaborative culture. Collaborative culture refers to the community conducive to an organization's cooperation between components. The organizational culture is used to characterize the current circumstances in an organization in term of employees' satisfaction which could offer mediating role amongst the variables present in the study.

The organizational culture of Measurement is derived from research studies undertaken by the researcher Pérez López et al., (2004). Such that This scale is designed on the basis of the principles that are historically viewed as coming from collective societies, who were composed of possible expectations and expectation of improvements, motivation to connect and to make a conversation, confidence in and appreciation for Information sharing is calculated using that will be by an item scale adapted from the qualitatively done study which was did by Sveiby (2001) and blueprinted by the Yang (2007). Information exchange will be assessed on the basis of its metrics, including the transition of knowledge between people: from people to the external system, from the alternate approach to individuals, from the skills and competencies of people to people. Internal structure, within the external system, through the internal core to the skills and knowledge of individuals, from the alternate approach to the inner structure. The questionnaire of employee's satisfaction was present through The Michigan Organizational Assessment Questionnaire (MOAQ) which adopted from (Cammann et al., 1979). It uses a seven-choice Likert scale (1 = “strongly disagree” to 7 = “strongly agree”). In addition, questionnaire of organizational performance used 7 Likert

scale and was adopted from (Crucke. and Decramer, 2016)

4. Conclusion

Thriving in the market of today, a company should have the capacity to adapt to both exterior and interior contexts. Thus, the current study presents the construction of the relation among collaborative cultures, sharing knowledge, employees' satisfaction and organizational performance. In practical words, the effects of this study can be used as a guide in an organization to establish the organizational culture that can facilitate organizational performance. In order to facilitate the organizational performance taking place within the organization, companies should recognize the trend of shared culture, the pattern of information sharing and satisfaction of workers which will lead to high level of organizational performance.

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