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The Effect of Knowledge Management Processes on Organizational Citizenship Behavior as Mediated by Personal Innovativeness



Abstract: - This paper aims to investigate the effect of Knowledge Management Processes (KMPs) on Organizational Citizenship Behavior (OCB) of the Jordanian Manufacturing Sector (JMS) as mediated by Personal Innovativeness (PI). It uses the descriptive and analytical quantitative methodology to collect the research data using a survey questionnaire. The analysis is conducted based on a conceptual hypothetico-deductive model to test the relationship between KMPs (knowledge Acquiring, knowledge sharing, knowledge application, and knowledge storing) and OCB considering the mediating role of PI. A total of (432) valid responses were collected from the study sample. The results showed that the KMPs have a significant direct effect on the OCB. Also, it showed that the PI can fully mediate the direct effect of the KMPs on the OCB. Finally, it provides a set of recommendations based on the findings of direct and indirect effect mapped between the study variables.

Keywords: Knowledge, Knowledge Management Processes, Organizational Citizenship Behavior, Personal Innovativeness, Mining Industry.

1. Introduction

In the current competitive business environment, all organizations seek to make the right decisions based on the accumulated knowledge of their experienced employees. Therefore, the KM has become a very important business dimension as a valuable resource when organizations operate in a dynamically and competitive environments. However, this resource, as an asset, need to be assessed, developed, and managed. It represents a main organizational resource for creating a sustainable competitive advantage by controlling the process of Knowledge Acquiring (KA), knowledge Processing (KP), Knowledge Sharing (KS), Knowledge Storing (KSt) and Knowledge disposing [1].

The concept of KM has been developed as a theory, which needs to put into practice. However, it has been difficult for many organizations to develop their organizational thinking to focus on knowledge rather than on information. Furthermore, the effective exploitation of Information System (IS) capabilities has sufficiently contributed to achieve effective and abundant information, which can be easily managed and shared as knowledge for more business benefits [2]. Thus, the KM involves the processes of KA and KS to motivate and enable individuals to acquire, use and share their knowledge for improving their innovations [3].

The PI refers to the extent to which the individual can adopt and make initiate new ideas. However, it is important to distinguish between the individual's personal tendency of actual creativity. It means that the individual's tendency to innovate may be high, while the opportunities for innovation may be limited [4]. Therefore, PI results in a new idea, which requires the opportunities to experience new conditions to cope with a high levels of uncertainty [5]. This requires the business organizations to support the OCB among their employees as a key objective to improve its performance [6].

The term OCB was first introduced by Dennis Organ In the early 1980s. It is defined as "voluntary and spontaneous individual behavior that it is not recognized directly or explicitly by the organization's formal reward system, but it helps the organization to operate effectively and efficiently" [7]. It effectively supports the organization performance through stimulating the collaboration among employees, additional responsibility, willingness to help others succeed in their work. received increasing attention from both scientists and practitioners, resulting in a large body of research, particularly in the field of organizational behavior. Research

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assume that OCB is a valuable management tool for organizations, and if properly managed, will have positive effects on both individuals and organizational performance [7].

Due to the capabilities of KMPs in promoting OCB and supporting PI and competitive advantage, business organizations adopt knowledge and KM as an important asset. However, the problem lies on the lack of organizational understanding about the potential impact of KMPs on organizational citizenship behavior as mediated by. In this paper, the significant business value of the effect of KM on OCB is directly investigated , and indirectly by mediating the role of PI in the JMS.

2. Literature Review

Knowledge is one of the most important properties in today's business entities. According to [8], the strength of any organization is measured by the knowledge they own, and how they utilize this knowledge in making better decisions. In [9], he considered that any organization in the market relies upon mostly on the knowledge best in its area of business. While in [10], he believed that knowledge is about capabilities and facts that employees have received via their years of experience such as capabilities and facts and enlarge their capacity to make decisions and take the proper actions .However , knowledge has various meanings and more than one type to create, improve, share, and justify via collaborative, social processes, and employees' cognitive processes. It can into two types that are explicit and tacit knowledge.

In literature, the KM viewed as a necessary sources to construct a successful and dependable team[11]. The KM is about managing the proper knowledge at the right time and identifying what is beneficial to their employees and their company. It is a systemic coordination to manipulate and organize knowledge of employees, processes, technologies and organizational structure to add value through innovation and reuse to enhance organizational learning[12] .Accordinging[12], organizations seek to acquire or create knowledge that may be useful to make it available to employees who can use them at the right time and place. Furthermore, Laal (2010) argued that to have an effective KM program, the company needs to identify and utilize the knowledge embedded in its workforce and focus on how this knowledge is applied and stored[13].

KMPs are defined as observable activities related to business management activities and are interlinked with the various business processes that have been developed in the organization to create, store, share and apply knowledge[14]. Its organizational processes aims to create a source of central knowledge through acquisition, sharing , merging, retrieval, and reuse of internal and external knowledge of both explicit and tacit to bring new knowledge to organizations [15]. The KA and creation stimulate the development of new ideas, which encourage innovation, which in itself can be a source of competitive advantage[16].

KS is the most important part of knowledge management processes, and the company's success or failure is directly related to the amount of knowledge that can be used with employees. KS can be defined as the process by which individuals are exchanged for obtaining explicit or tacit knowledge and participating in creating new knowledge or developing existing knowledge . KS happens when people really care about helping others and developing their new business abilities [17].

KP can be defined as the process of implementing the knowledge gained through decision-making and performing tasks in order to solve problems and achieve a competitive advantage over competitors [18]. However, a knowledge gap appears when employees do not rely on existing knowledge to solve specific problems[19]. Thus, applying the knowledge gained in organizations makes processes more effective and productive.

The KSt uses knowledge repositories to store information and knowledge, which is necessary for use and for future reference. According to Mostafa & Chonoor (2016) the ability to store organizational information that enables rapid searching, access to information, and the sharing of knowledge effectively[20]. Hence, the organization's ability to preserve knowledge has important consequences for its performance. In this regard Argote et al (1990) stated that stored knowledge can effectively protect an organization from the dispersal effects of circulation as well as it can also help frame and solve problems more effectively[21].

In summary, the knowledge that is transferred between members of the organization is more useful than what remains in the human brain. Moreover, this transferred knowledge must be stored in a repository so that other

members of the organization can recover it for future use with no need to interact with the person who possesses this knowledge in the first place. One point to bear in mind is that not all knowledge must be kept in the repository of knowledge as some knowledge might be irrelevant and the storage of this knowledge is considered as filling the repository with garbage[21].

PI indicates an individual's desire to accept change and experience new knowledge . It plays an important role in the organization's success in obtaining competitive advantages through the introduction of new processes, products, or ideas is essential to a company's efficiency [22]. PI is a fruitful, practical, and real application of new and creative (unfamiliar) ideas ; It worth mentioning that personal creativity that represents the degree to which an individual or any other adoption unit is relatively early in adopting new ideas[23].

OCB is a behavior that is organizationally beneficial for workers who are not described and monitored through a reward system but that occurs freely to help others accomplish their mission. OCB offers a long-term social advantage[24]. If organizations support new ideas and change, they may generate and express innovative ideas, and an innovative climate may have a direct impact on OCB [2]. The behavior of good citizenship is characterized by the qualities of altruism, conscience, sportsmanship, and courtesy among employees. It helps the employees exceeding the minimum role requirements that organizations expect and promotes the well-being of co-workers, work groups, or the organization [25].

3. Sampling Technique

Since the study population is huge and cannot be either randomly or purposely be defined, a convenient sampling was used based on *multi-stages*. The first stage involved the use of judgmental sample on the mining sector, which consists of (10, 918) employees, who were selected from JMS among (144,121) employees as shown in table 1.

Table (1) JMS industries and their employees

#	Manufacturing industry	Total number
1.	Medical industries and medical supplies	7443
2.	Plastic and rubber industries	5259
3.	Chemical and cosmetics industries	12287
4.	Engineering, Electrical and Information Technology industries	31219
5.	Wood and furniture industries	7960
6.	Construction Industries	10167
7.	Manufacture of packaging printing, paper, cardboard, and office supplies	11650
8.	Food, agricultural and livestock industries	30129
9.	<i>Mining industries</i>	10,918
10.	Leather and textiles industries	17089
Total		144121

**source: Amman Chamber of Industry (ACI, 2018).*

Then, a purposive and convenient sample were considered to include (5) companies with (7302, 67% of population). The target sample included work positions of General Manager (GM), Assistant GM, Department's Managers, and employees. Table 2 shows a descriptive of the selected Jordanian mining companies' profiles.

Table (2). Sample of mining companies in the Hashemite Kingdom of Jordan.

No	Company Names	Affiliated	Total Employees
1.	Arab Potash Company (APC)	APC	1789
		KEMAPCO	257
		NMSMC	70
		JBC	400
		NJFC	117

		JIPC	250
	Sub Total		2883
2.	Jordan Phosphates Mines Co	JCM	2570
		IJCC	331
		Al-Rua'ya	28
		JAFCCO	350
	Sub Total		3279
3.	Manaseer Cement Industry	MCI	400
4.	Jordan Cement Factories Company (P.S.C) -Lafarge Jordan	Lafarge	560
5.	Qatrana Cement Company	QCC	180
Total			7302

*source: Companies Annual Reports(2018.)

Finally, a convenient sample of (450) participants (employees) were randomly selected , which constituted around (6%) of the employees working in the five selected companies. Table (3) shows the population size and the target sample .

Table (3)Target Sample for each Company

No	Company Names	employees	target sample	%
1.	Arab Potash Company (APC)	2883	178	39%
2.	Jordan Phosphates Mines Co	3279	202	45%
3.	Manaseer Cement Industry	400	25	5%
4.	Jordan Cement Factories Company (P.S.C) -Lafarge Jordan	560	34	8%
5.	Qatrana Cement Company	180	11	3%
	Total	7302	450	100%

However, out of (450) disseminated questionnaires; a total of (432) valid questionnaires were identified for further processing.

4. Study Model and Methodology

The study model mapped a hypothetical relationship between the independent variables (KMPs) and the dependent variables (OCB) , as mediated by (PI). In other words, the study model investigates the effect of the KMPs on OCB with considering the role of PI . Figure 1 shows the proposed model.

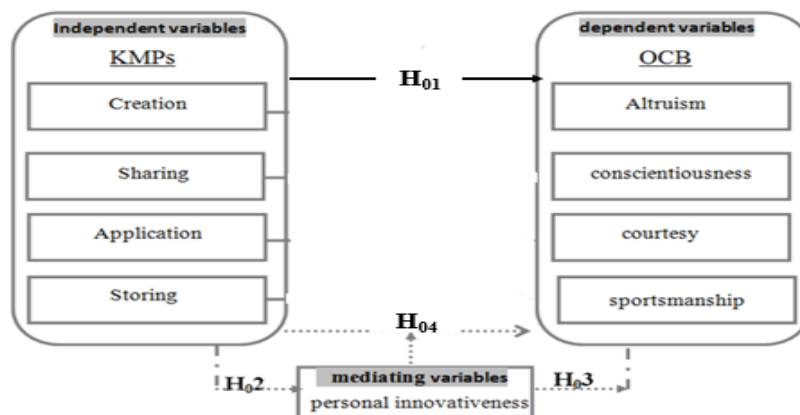


Figure 1. The proposed Model.

Based on the research model shown in Figure 1, the following hypothesis are proposed as follows :

H01: There is no statistically significant impact for KMPs (creation, sharing, application and storage) on OCB (Altruism, conscientiousness, Courtesy, sportsmanship) within the context of JMS.

H02: There is no statistically significant impact for KMPs (creation, sharing ,application and storage) on PI within the context of JMS.

H03: There is no statistically significant effect for PI on OCB within the context of JMS.

H04: There is no statistically significant mediating role for personal innovativeness on the effect of KMPs on OCB within the context of JMS.

5. Instrument Validity and Reliability

The survey was sent to the referees to have feedback about the questionnaire items. Several comments and suggestions to delete, amend, or rephrase some of the paragraphs were made; and all of them have been adopted to consider the final form .bReliability test requires the instrument to provide the same results even of 100 trials. with a tolerance error not exceeding (5%). Therefore, Cronbach’s alpha reliability test was adopted to include (432) respondents representing the sample of the target population. The values of Cronbach’s α for all research variable ranged from 0.78 to 0.94, which confirms an accepted level of reliability according to [26].

6. Results

6.1 Descriptive Analysis

According to the 5-pointLikert scale weight descriptors, this section presents the responses to the research instrument including the independent variables (KA, Knowledge S , Knowledge P, Knowledge St); the dependent variable (OCB); and the mediating variable (PI) as shown in Table (4) below.

Table (4)Sample Responses to the study instrument

Variable	Dimensions	Mean	Std. Deviation	Rank
Independent variable: (KMPs)	Knowledge Creation	3.72	.822	High
	Knowledge Sharing	3.70	.867	High
	Knowledge Application	3.87	.896	High
	Knowledge Storing	3.62	.849	Moderate
	ALL dimensions of KMPs	3.73	.766	High
Mediating variable:(PI)	Personal innovativeness	4.21	.743	High
Dependent variable: (OCB)	Altruism	4.34	.760	High
	Conscientiousness	4.37	.798	High
	Courtesy	4.40	.762	High
	Sportsmanship	4.31	.842	High
	ALL dimensions of OCB	4.36	.700	High

Table 4 shows a high extent to KC in JMS (Mean=3.72; St.d=0.822); and high KSH in JMS as perceived by their employees (Mean=3.70; St.d=0.867); for KA, results show a high extent to the application of knowledge in JMS (Mean=3.87; St.d=0.896) . For KS results show a Moderate extent to KS (Mean=3.62; St.d=0.849). As for the dependent variable, the results indicate a high extent of OCB in all its dimensions with a mean of 4.36 and Standard deviation of 0.700. regarding the Personal innovativeness, Participants showed a high perception regarding the Personal innovativeness (Mean=4.21; St.d=0.743).

6.2 Hypothesis Testing

Before testing the proposed null hypotheses, several tests were performed to examine the validity of the proposed conceptual model.

Model Validity

To validate the hypothesized model, several tests were carried out to ensure that the research data satisfies the requirements of linear or multiple regression analysis. Results ascertain that there is no high correlation between the independent variables by applying the Multicollinearity test using the tolerance and Variance Inflation Factor (VIF) for the independent variables, considering that the variance tolerance value exceeds (0.5) and the coefficient of VIF less than (10) (Gujarati, 1988). The Skewness coefficient for scale independent variables (KC, KSH, KA, KS) ensures that the data is normally distributed considering that the data follow a normal distribution if the skewness value is less than (1) (Doane & Seward, 2011). The dummy ordinal variables (Gender, Age, and qualification) do not subject to normal distribution test. Table (5) summarizes the validity results.

Table (5) Tolerance and Variance Inflation Test

Model		Colinearity Statistics		
		skewness	Tolerance	VIF
Independent variables	Knowledge Creation	-1.084	.311	3.215
	Knowledge Sharing	-1.013	.291	3.436
	Knowledge Application	-.891	.385	2.597
	Knowledge Storing	-1.025	.393	2.545

Table (5) shows that the VIF test values for all the dimensions of the independent variable (KMPs) were less than (5) and the values of the tolerance test ranged between (0.291) and (0.393) indicating there is no multicollinearity threat between independent variables. In addition, Skewness values were less than (1), which confirms the normal distribution of data. Therefore, the model is valid for further statistical analysis using the parametric tests. Moreover, the path analysis for testing the proposed model compatibility was conducted by Conformity Factor Analysis (CFA) using the Amos application (v.26) based on the Structural Equation Model (SEM) as shown in Figure (2).

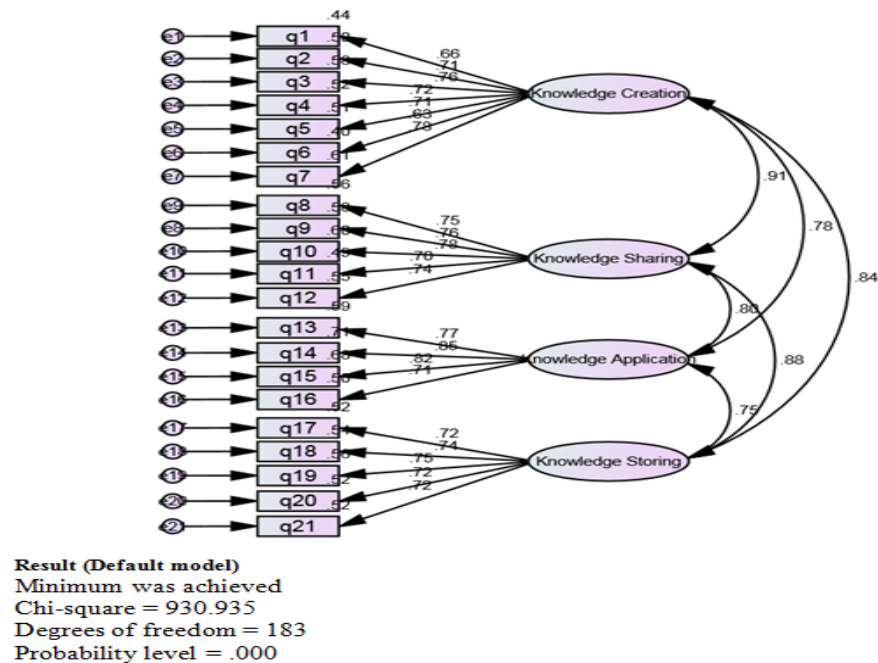


Figure (2). CFA for KMPs

Based on Figure (2) , the CFA shows the fitness and ability of our model to test the proposed hypotheses (Chi-square=930.935; P=0.000; CFI=1.000; RMSEA=0.364). Moreover, factor loadings related to each dimension of the independent variables ,dependent variables and mediating variables are satisfied for each group of items (i.e.,

all estimates are greater than 0.50) . Therefore, this model can be proceeded to test the proposed hypotheses as follows :

H₀₁:There is no statistically significant impact for KMPs (creation, sharing, application and storage) on OCB (Altruism, conscientiousness, Courtesy, sportsmanship) within the context of JMS. Figure (3) shows the result of standard strapping analysis.

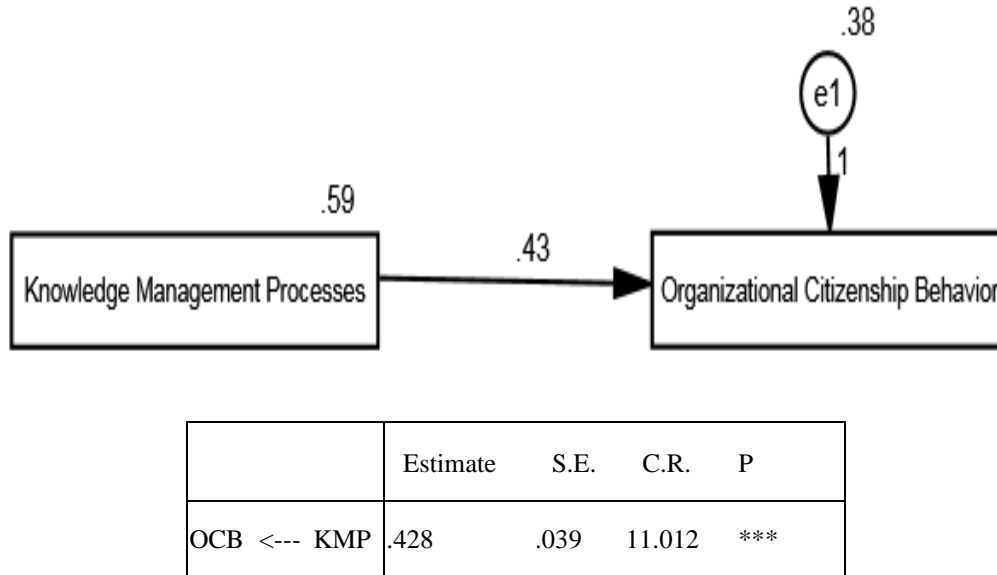


Figure (3) The effect for KMPs on OCB within the context of JMS.

Results in Figure (3) show a significant impact for KMPs on the OCB within the context of JMS. Therefore, the null hypothesis is rejected .

H₀₂:There is no statistically significant impact for KMPs (creation, sharing ,application and storage) on personal innovativeness within the context of JMS. Figure (4) shows the result of standard strapping analysis .

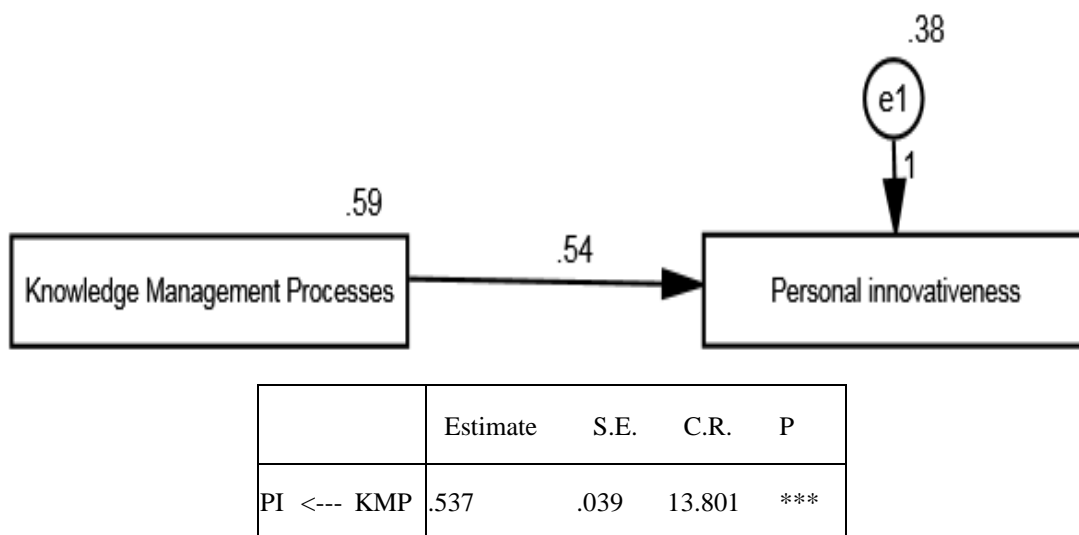


Figure (4) The impact for KMPs on personal innovativeness within the context of JMS.

Results in Figure (4.7) shows a significant impact for **KMPs** on **personal innovativeness** within the context of JMS. Therefore, the analysis rejects the null hypothesis and accept the alternative, which indicates a significant impact as ($P \leq 0.05$).

H03: There is no statistically significant impact for personal innovativeness on OCB within the context of JMS. Figure (5) shows the result of standard strapping analysis.

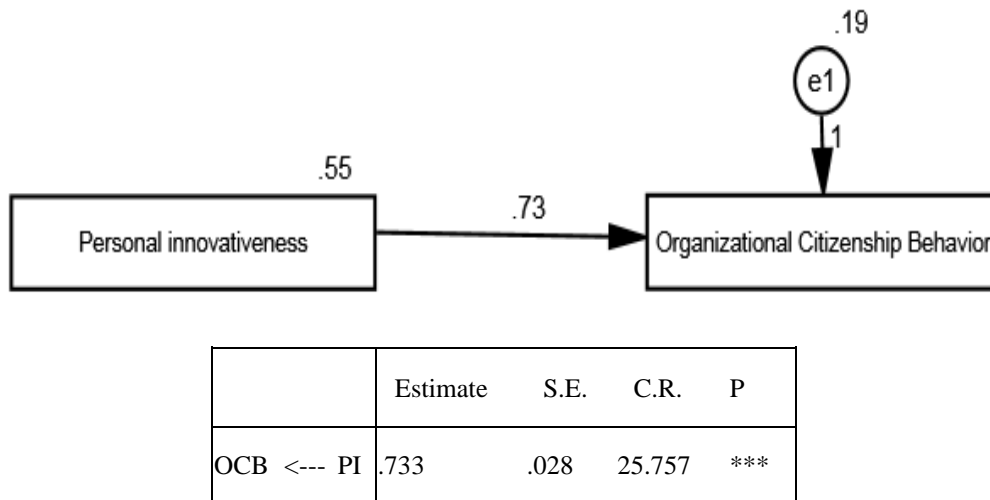


Figure (5). The impact for personal innovativeness on OCB within the context of JMS.

Results in Figure (5) show a significant impact for **personal innovativeness** on **OCB** within the context of JMS. Thus, this analysis rejects the null hypothesis and accepts the alternative, which indicates a significant impact as ($P \leq 0.05$).

H04: There is no statistically significant mediating role for personal innovativeness on the effect of KMPs on OCB within the context of JMS. Figure (6) shows the result of standard strapping analysis.

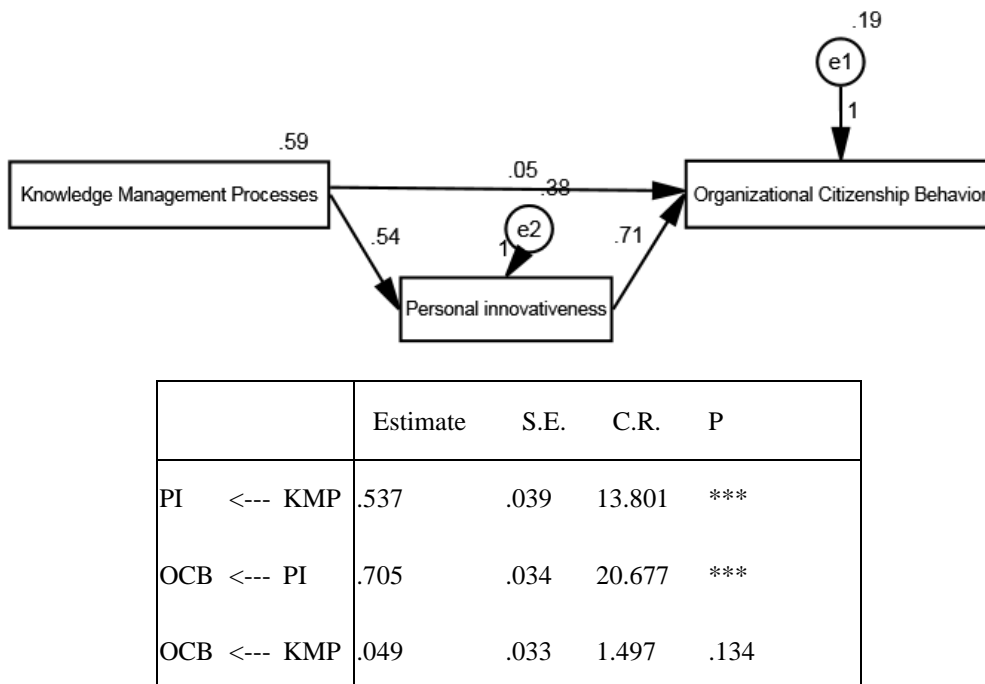
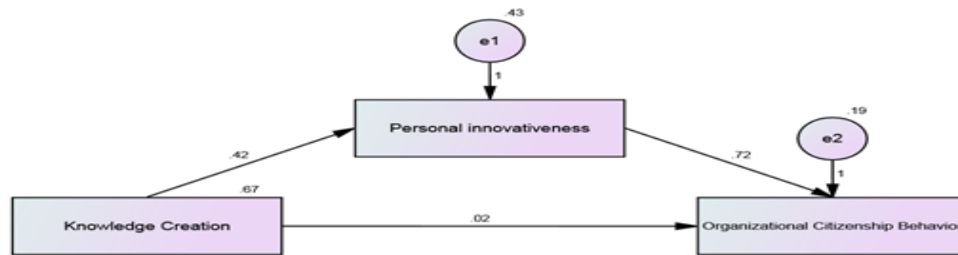


Figure (6). The mediating impact of personal innovativeness on the effect of KMPs on OCB

To investigate if there is a mediating effect of PI variable, two conditions must be met, which are the path coefficient of the effect of the independent variable on the mediating variable is statistically significant and the path coefficient of the effect of the mediating variable on the dependent variables also statistically significant. If these two conditions met then there is a mediation effect (mehmetoglu,2018). Results in Figure (7) indicated that the path coefficients are statistically significant, which indicate a mediation role of PI on the effect of KMPs on OCB. To determine the type (nature) of mediation (i.e., full, or partial) the effect of KMPs (IV) on OCB (DV) must be statistically not significant($p > 0.05, = 0.134$), that's the PI fully mediates the effect of KMPs on OCB, thus the null H04 is rejected, and the alternative is accepted, which is implying that there is a mediation role of PI of the effect of KMPs on OCB.



			Estimate	S.E.	C.R.	P
pi	<---	kc	.417	.039	10.807	***
ocb	<---	pi	.720	.032	22.468	***
ocb	<---	kc	.025	.029	.862	.389

Figure (7). The mediating role of PI on the effect of KMPs on OCB

7. Findings Discussion

Based on the analytical analysis, results show a significant direct impact for KMPs on OCB. This result indicates that the availability of KMPs within the companies studied enables the employees to develop their behaviors within the organization and therefore they are more willing to help others and to endure all inconveniences within the organization and perform their tasks in a way that exceeds what is expected and on time. These results agreed with Mostafa et al., (2016) who stated that KMPs can influence the OCB and thus research revealed that KMPs can coordinate and collaborate to improve the OCB by creating, transferring, applying, organizing, and storing knowledge.

Furthermore, results showed a significant impact for knowledge application on OCB. This result indicates that the application of knowledge is the goal of knowledge management and it means investing knowledge, so obtaining, storing, and sharing knowledge are not considered sufficient, and the important thing is to transfer this knowledge to implementation, hence, encouraging employees to apply the available knowledge should help them in solving the problems facing them and performing the tasks required of them. Consequently, this leads employees to assist their colleagues in the work through the experience they gained from applying the available knowledge. Again, these results agreed with Mostafa et al., (2016) who stated that knowledge application can influence OCB.

Results also showed a significant impact for KMPs on personal innovativeness. This result indicates that the availability of KMPs within the companies studied enables the employees to improve and even utilize their personal innovativeness, by adopting a new idea or a behavior, which ensures competitiveness in the long run. Also, KMPs work to support personal innovativeness by generating new ideas and capturing insight and experience to make them available and usable.

Also, the results also revealed a significant impact for personal innovativeness on OCB. This result indicates that employees may show innovation by developing new knowledge or developing technologies, or by making process

improvements that lead to innovations, Thus, whenever a person is innovative the better his/her organizational behavior is by aiding and advice to others to solve problems and challenges facing them.

Finally, results demonstrated that the PI can fully mediates the effect of KMPs on OCB. This result indicates that more attention should be paid to the importance of personal innovation and make it a basis for recruitment into companies and encourage employees to be more creative by involving them in brainstorming, decision-making and problem-solving sessions facing the organization. Training programs should also focus on increasing and developing critical and creative thinking and not only on current skills. Knowledge management processes affect the behavior of organizational citizenship through personal innovation, and therefore whenever there is creativity, sharing and application of knowledge, personal creativity increases, and thus this is reflected in the behavior of organizational citizenship. By improving it and optimizing it. As a result of this, the organization will be able to compete and achieve competitive advantage through its employees.

8. Recommendations and Future Work

1. Considering the significant statistical impact of KMPs on OCB the organizations must create conditions that could where KMPs and new content creation for employees, such as (specific courses or in-service training) help more than ever to create optimal organizational citizenship behavior.
2. In light of the current level of KMPs, organizations need to develop policies to enable KMPs at all levels of work, by collecting and analyzing data, holding meetings with employees, listening to them and conducting continuous and periodic discussion sessions among organizational members. These mechanisms can further improve KC,KSH, KA, and KS.
3. In light of the current level of personal innovativeness, it should be a core activity for most companies if they want to stay competitive.
4. In light of the current level of OCB, the organization must encourage and motivate its employees to improve their behaviors in terms of the relationship between them and their acceptance of the idea of helping each in every sporting spirit and carrying out their tasks in creative ways and at the appointed time because organizations cannot go their way without their members as the actions of good citizens and have positive behaviors.
5. Knowledge management process can be maximized to ensure more efficient and effective personal innovativeness, which ensures competitiveness in the long run.
6. Companies should encourage all employees at all levels to create, share, application, and storing knowledge and useful information with their colleagues through meetings, brainstorming lectures, and communication.

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