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EXAMINING COMPETITIVE ADVANTAGE BETWEEN KNOWLEDGE SHARING, WORK ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB) IN JORDANIAN UNIVERSITIES

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ABSTRACT

Higher education had a predominant national and institutional focus for a long time. The purpose of this study is to investigate the moderating effect of competitive advantage on the relationships between knowledge sharing, work engagement and organizational citizenship behaviour of employees in Jordanian Universities. The research clarifies foremost discoveries based on theme, by pronouncing the interconnections amongst the whole components and assimilates the interrelationships into a lone distinct model. This paper gives the most thorough to-date writing review of quantitative discoveries by exploring OCB. And show that there is a positive and significant effect of knowledge sharing, work engagement towards OCB with competitive advantage as moderating. This study contributes to literature on the subject, which is lacking, and lastly, to help scholar and research circles that are concerned with OCB and its nuances.

Keywords: OCB, Competitive Advantage, Knowledge Sharing, Work Engagement, Jordanian Universities

INTRODUCTION

Employees' extraordinary performance and the practices of administrative are ultimately interconnected with acquiring superiority towards its opponents by the organization. (Öcal & Koçak, 2015). In a situation when the employees' performance is greater together with proficient management practices, competitive advantage maintainability is easily accomplished. (Yildiz, 2016b). As a consequence, researchers and analysts have lately started to deliberate additionally about the events that are operational on the performances of both organisations and employees. Organizational citizenship behaviors (OCB) are presumed amongst occurrences that are persuasive in higher educational institutions.

While OCB is observed to be a noteworthy element in adding value to the organization regarding performance, certain organizational objectives

are attained when the employees voluntarily behave beyond their work contract to lift up the organization esteem. (Yıldız, 2011). DW Organ (1988), labelled OCB as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (p.4). performance of the organization is said to be uplifted to the next level when the employees display extra OCB (Yildiz, 2016a). Dennis Organ (1997): Five measurements of the OCB analysis: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. Altruism alludes to motivating someone else (i.e. partners, clients, or managers) to intentionally have a business-related problem; conscientiousness extends above the minimum standards of role behaviour (working overtime to complete the job, properly managing money, and so on); Courtesy represents the protective behaviours that encourage employees to stay away from issues that impact their job; sportsmanship refers to being respectful of workplace difficulties and continuing as willing to work without complaining; civic virtue refers to assisting or promoting the policies of the organisation and taking part in company improvement exercises (Ghaith & Mutia, 2019).

In such an authoritarian setting, the Organisational citizenship behaviour (OCB), represented by intentional actions that render a pro-social commitment to the organisation and co-workers, even outside their formal profession, is becoming extremely relevant. Despite the fact that the OCB is not an intrinsic part of the formal organisational structure or incentive framework, it has wide consequences for the success and efficacy of the organisation / individual. These activities go well towards fostering a healthy organisational culture that reinforces employee engagement, exchange of knowledge and the goal of turnover that helps organizations to reach competitive advantage. The present investigation endeavors to look at the connection between engagement, knowledge sharing, turnover intention and OCB in Jordanian higher education. It additionally endeavors to investigate whether competitive advantage in organizations acts as a moderator in the connection or interrelationship among OCB and organization factors (Abd Halim, Alsheikh, & Ayassrah, 2017).

Jordanian universities like various foundations that are looking to thrive and thrive in the sector. They are working to develop general procedures and implementation to ensure that they meet their targets. Be it as it can, modern problems, including money-related challenges, domestic and foreign rivalry, and the stresses of complex and increasing labour market requirements, have been increasingly faced by universities. Universities are engaged in operating as their missions suggest and meeting their targets and their quest to attain competitive advantages and competitiveness raises the difficulty of problems due to the legal and sectoral structure of higher education and that they need to operate according to a relatively unusual

environment of what is available to the private sector, which ends up being available to the private sector. Competition makes manufacturing and services essentially incompetent.

Competitive Advantage and OCB

In a single market metric or measure, competitive advantage infers a prevalent efficiency. This prevailing execution gives the business an upper hand or competitive advantage that, as opposed to competing businesses, can be seen as a favourable contrast in performance (Ranjhan & Mallick, 2018). One of the viewpoints to be taken into consideration in terms of competitive advantage is its sustainability (Porter, 1985). When an organisation updates a process that can generate appreciation that is not performed concurrently by another existing or prospective contender, it builds a permanent competitive advantage. Once set up, competitive advantage is prone to rivalry depletion, which is primarily attributed to the reputation of contending companies. Holding up the competitive advantage over time, rendering it realistic, needs, for example, knowledge and other means to shape cordons to mimic (Grant, 1996). The longevity of a generic strategy involves the creation of a few barriers that avoid impersonation, forcing the organisation to continue spending in order to strengthen its role constantly (Porter, 1985). Social capital, intellectual capital derived from the human capital that an association provides, is the primary resource that is continually advancing and dynamic.

Subsequently, companies have been found to increasingly value their inter-organizational partnerships or interrelationships and their competitive relationships as a favoured means of generating competitive advantage (Areias & Eiriz, 2013; Cygler & Sroka, 2014). In any event, considering the fact that the identification of links has essentially progressed, difficulties persist in enhancing the competitive advantage of these links (Othman, Arshad, Aris, and Arif, 2015), which can be influenced by various components. The competitive advantage that can be gained by the networking method is not replicable, resulting primarily from inter-organizational cooperation, as a special means of exchanging resources and having cooperative efforts between businesses. The competitive edge relies on diverse skills that are often learned through the uniqueness of relations, both at inter-organizational and intra-organizational levels, and differentiated and related to relevant markets (Goossen, 2014). This focuses on the way social capital, OCB, which is a consequence of interaction interrelationship, has an imperative impact on a company's competitive advantage because it is difficult to imitate these connexion systems or interrelationship networks, making them more resistant to erosion through competition (Taamneh, 2015). Subsequently, the relationship of contextual performance with competitive advantage must be examined.

Management of organisational behaviour or attitudes in existing organisations is a fundamental source of competitive advantage. The individuals or members of each association share a constellation of skills, capabilities, and motivations that distinguish it from many other companies. To take advantage, managers must be able to capitalise on these individual differences as jobs are designed, teams are created, work is organised, and change is facilitated (Wagner & Hollenbeck, 2014).

Knowledge Sharing and OCB

The most important elements of knowledge management have been the sharing of knowledge for quite some time (Lee & Ahn, 2007). It is vital for supervisors or managers to amplify the value of knowledge. A fundamental part of everyday discourse should be knowledge-sharing practises (Riege, 2005). Nonetheless, there are usually existing problems within companies that impede the sharing of knowledge among peers. Many data owners are reluctant to give other individuals their most important learning advantages (Senge, 1997). The concept of knowledge markets perceives the premium that individuals have in maintaining the learning they have (Davenport and Prusak, 1998). They have to get something in return with the ultimate aim of parting with it. Any organisation is a knowledge market in which knowledge is exchanged for money, respect, promotions, or other knowledge for other things of value. This includes three knowledge sharing measures that are reciprocity, reputation, and altruism.

Teh and Yong (2011) have shown that the intention of the participant to share knowledge is a key factor determining the actions or behaviour of actual knowledge sharing. In addition, Mogotsi (2009) asserted that there is a positive correlation between the behaviour of knowledge sharing and OCB and the conduct or behaviour of knowledge sharing is simply a kind of OCB. There is a positive correlation between the intentions of knowledge sharing and OCB, thus. Past experiments have proposed the usage of OCB knowledge sharing (Murtaza et al., 2016; Trong Tuan, 2016).

Work Engagement and OCB

There has been a lot of excitement for job participation by researchers and practitioners around the world over the past two decades (Albrecht, 2010; Saks, 2006). It is growing as one of the core components of improving the performance and organisational growth of employees (Harter, 2002; Saks, 2006). Engaged workers display fewer negative organisational behaviours at work (e.g., non-attendance, intention to leave). Then again, they are physically and sincerely associated with their work, unequivocally inspired and enthusiastically ready to enhance their business related aptitudes and learning (Bakker, 2011; Schaufeli, 2012). Engagement is variously conceptualized as mental and physical presence at the workplace, the

opposite of burnout (Maslach, 1997; Schaufeli, Salanova, González-Romá, & Bakker, 2002), or because of authoritative help (Saks, 2006).

The discretionary resolve of the individual implies the dedication of employees (Ko, Choi, Rhee, & Moon, 2018) as well as a sense of energy (Kahn, 1990; Macey & Schneider, 2008). Engagement as a concept (Kahn, 1990, 1992) is the commitment of cognitive, mental, and physical energies to one's work. It denotes the distribution of capital and concentrated and consistent usage of them. Engaged workers are highly energised and motivated to function extra mile, and are more inclined to improve their versatile contributions by doing more OCB (Bakker, Demerouti, & Verbeke, 2004). (Avey, Wernsing, & Luthans, 2008; Babcock-Roberson & Strickland, 2010; Bakker et al., 2004; Christian, Garza, & Slaughter, 2014; Rich, Lepine, & Crawford, 2010; Rurkkhum & Bartlett, 2012). Observed findings back up the argument that employee engagement contributes to OCB. According to the literature, it was proposed to use OCB involvement (Al Sahi AL Zaabi, Ahmad, Hossan, & SINGH, 2016; Lavy & Littman-Ovadia, 2016; Murtaza et al., 2016).

Psychological Contract Theory

This theory depicts the partnership between the organisation and its staff in return. Furthermore, the theory describes the relationship between the contribution of employees (time, skills, experience and knowledge) and the results they get from their company in exchange (recognition, incentives and fair treatment). This theory, according to Schein (1980), illustrates the preferences that each variable holds over the other. In addition, Schein (1980) found out that workers' emotions or behaviours about their work are closely linked to psychological contracts.

For Rousseau (1989), psychological contracts relate to "the perceptions of employees of the mutual obligations between themselves and the organization." There is a legitimate obligation of the parties to the employment arrangement to benefit from the contribution, function and efforts of each other. The union is an open-ended arrangement under which the exchanges concentrate on sharing and taking (Armstrong & Taylor, 2014).

The reciprocal bond between employers and workers is enhanced by a psychological arrangement. With limited supervision by their managers, they motivate staff with autonomy to meet the conditions of their collective aspirations (Shore & Tetrick, 1994). Employees demand fair treatment, equity, prospects for job development, autonomy, fair performance expectations and input in this reciprocal partnership, while managers, on the other side, expect loyalty, best practises, dedication, conformity and good exposure (Armstrong & Taylor, 2014).

Resource Based View Theory

Whereas Porter has an external understanding of competitive advantage, Wernerfelt (1984) proposed that the existing financial capabilities of an organisation are focused on successful competitive plans and that existing resources can be exploited to build new ones. J. Barney (1991) has indicated that a business might evaluate its competitive advantage on the basis of discussing the form of tools it commands. It must then provide tools that are important, rare, expensive to imitate and organise to capture value in order for an organisation to strive for competitive advantage. This opinion by Barney was focused on a difference found in the expansion of instruments to evaluate environmental possibilities and risks has advanced more rapidly than the creation of implements to evaluate the internal strengths and vulnerabilities of an organisation (Duncan, Ginter, & Swayne, 1998). The argument in the case is the recently mentioned Porter's Competitive Forces Model, which is commonly used today in business. This perspective illustrates the potential of higher education to have a sustainable competitive advantage where services are handled in such a way that rivals tediously replicate their performance, which effectively establishes a competitive barrier (Mahoney & Pandian, 1992).

Amanda (2007), claims that an organisation is an aggregation of remarkable assets and skills represented by the (RBV) of competitive advantage. Such strengths and skills are the basis of the technique or policy and competitive advantage of organisations. The essence of the resource-based model is that competitive advantages are generated as properties that are already held by the organisation are related to developing one-of-a-kind capabilities such that the desired point of view can be assisted due to the absence of replacement and impersonation by the rivals of the partnership. Finally, comparative gains may be related to accountability for assets that enable the organisation to conduct its exercises superior to contenders. The dynamic combination of incentives, persons and processes utilised by companies to adjust inputs to yields determines organisational capabilities. The style of RBV ensures differentiation, robustness, replaceability and competitive dominance (Barney, 2000).

Social Capital Theory

In the literature on knowledge structures, social capital theory, which is commonly accepted as a model for authorising human actions, has been commonly related (Bandura, 1982, 1986; Hsu, Ju, Yen, & Chang, 2007; Lin, Hung, & Chen, 2009; Tsai & Cheng, 2010). Human activity is defined by the theory of social capital as a triadic, complex and mutual relationship between personal causes, activity and the social network (Chiu, Hsu & Wang, 2006). For instance, Chen and Hung (2010) have built up an exploration model using the social capital theory in order to examine the knowledge sharing behaviour

in professional virtual communities (PVCs). They indicated that the issue was: Why should people offer or want to send or accept information from other group members using the implementation of the theory of social capital? Both contextual variables and personal cognition need to be approached from a viewpoint. The outcomes show that the mutual standards, interpersonal confidence, knowledge sharing self-efficacy and perceived relative benefit is important in influencing knowledge sharing behaviours in PVCs.

Social Exchange Theory

Social exchange theory is one of the most basic and influential theories that illustrate the correlation of an individual's behaviors and attitudes with his returns at the workplace (Cropanzano & Mitchell, 2005). According to this theory, individuals will voluntarily provide services if they are motivated by the rewards they expect to get and, in fact, they do get from others (Blau, 2017). In other words, employees are more motivated and feel more obliged to repay their organizations when they can get satisfactory returns or resources from their work. Cropanzano and Mitchell (2005) summarized that employees are able to develop social exchange relationships with their immediate supervisors and their colleagues, employers, and clients. For instance, a study among 1,413 employees in the United States used social exchange theory to explain the fact that employees were more likely to perform better and present organizational citizenship behaviors that are beneficial to their leaders in exchange of benefits provided by their leaders (Wayne, Shore, & Liden, 1997). Another study argued that a lack of balanced social exchange, such as organizations providing limited returns other than employability but expecting more in return from employees, led to an increase in cynicism and mistrust, which were negatively associated with job performance (Cartwright & Holmes, 2006).

Concerning work engagement, this theory explains clearly that employees will vary their degree of engagement corresponding with the rewards (resources) they get at the workplace (Saks, 2006). When employees receive fewer resources at the workplace, in return they will probably reduce their engagement. Saks (2006) also believed that compared to job performance, work engagement was a better indicator of satisfaction on job resources since performance was usually closely related to compensation and promotion decisions which affected one's living standards. Thus, based on the work engagement definition provided by Schaufeli et al. (2002), it is assumed that the amount of vigor, dedication, and absorption employees input at work is consistent with the amount of returns and resources they receive from the organizations.

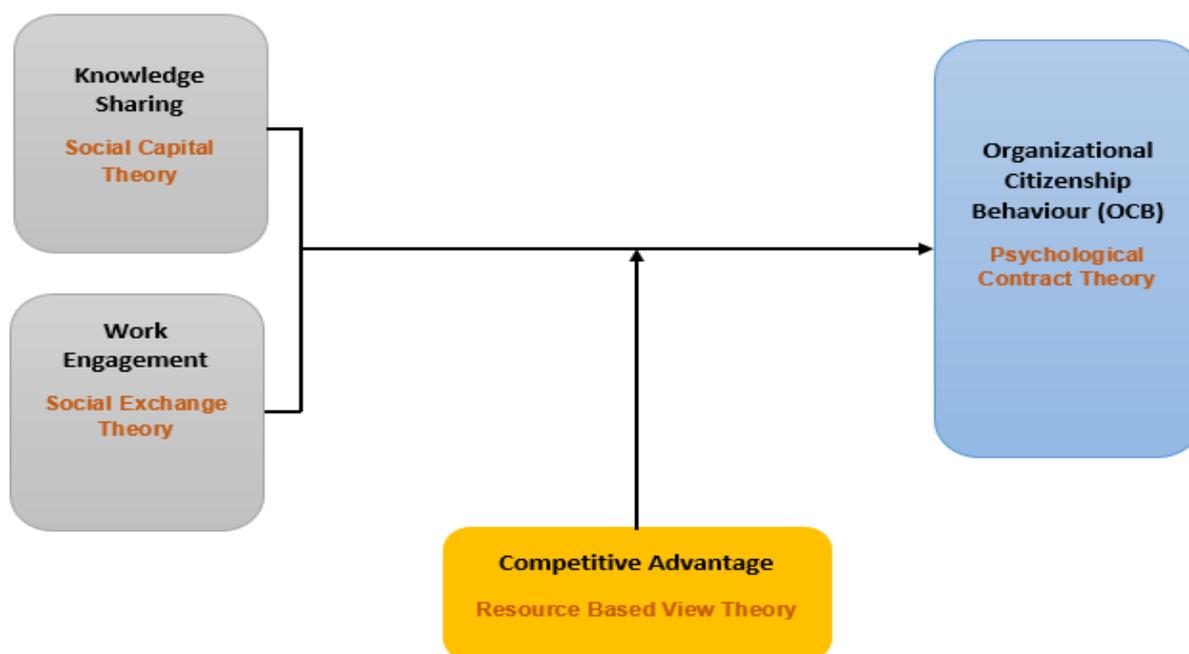


Figure 1: Theoretical Framework

CONCLUSION

It is understandable that the research is noteworthy as it shed light on the OCB theme. Institutions of higher education supposed to enhance OCB competitive advantage to serve as paramount event. Based on the notion of other researchers, higher education OCB urge to be fortifies to enhance inventiveness that would alone the way augment education, boost technological development interest and curricula in the same passion. From the discussion and the arguments so far, it can be seen that virtually all the principles of knowledge sharing are related to work engagement. It's therefore important to take advantage of the knowledge era and its methodology while accessing OCB using competitive advantage. There have been series of evidences from the reviewed literature both theoretically and empirically that the main principles of knowledge sharing and work engagement are related to competitive advantage and thus, the advantage of such relationship can be tapped by combining the two paradigms towards enhancing OCB. This paper, based on the literature review and content analysis carried out concludes that such relationship exists between antecedent behaviour and OCB. In this regard, it is hoped that further research will be undertaken to explore these relationships empirically. Finally, this article recommends future studies to carry out surveys by distributing questionnaires among all companies like (banks, telecommunications, computer companies, hotels etc.) in Jordan, to determine the impact of the study variables on OCB. This will have significant implications to managers and the resolution of the issues they face in the sectors, and very poor studies about competitive advantage and OCB in Jordan.

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