



**REVIEW AND EVALUATION OF THE RELATIONSHIP BETWEEN  
KNOWLEDGE MANAGEMENT AND STAFF'S JOB ENGAGEMENT  
INCREMENT AND DEVIANT BEHAVIORS ABATEMENT  
(CASE STUDY: MAPNA MD2 COMPANY)**

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**Abstract:**

The purpose of the current study was to review and evaluate the relationship between knowledge management and staff's job engagement increment and deviant behaviors abatement in MAPNA MD2 Co. All Mapna MD2 Co. headquarter office employees (300 people) in Tehran had formed the intended statistical society. According to Krejcie and Morgan table, the sample of research was considered as 169 people which have been selected accidentally and were divided to 35 women and 134 men due to the number of staff in the office. This current research method was descriptive and correlational that have been performed as field research. A four pages' s questionnaire with 54 questions that including three localized questionnaires according to the Newman-Konrad (2000) standard knowledge management questionnaire, Salanova-Schaufeli (2001) job engagement questionnaire and Bennett-Robinson (1964) deviant behaviors questionnaire, was utilized as data collection tool in this research. The results of statistical analysis show that there is a significant relationship between knowledge management and its dimensions with staff's job engagement increment and deviant behaviors abatement in MAPNA MD2 Co. Furthermore, the result of research model fit show that the 65% of job engagement increment and 37% of deviant behavior

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decrement have been explained by knowledge management. Base on that, the Mapna MD2 Co. management is suggested to implement the knowledge management in company in order to increase the job engagement and decrease the deviant behaviors of employees.

**JEL:** D83, J62, J28, J53

**Keywords:** knowledge management, job engagement, deviant behaviors, MAPNA MD2 Co.

## 1. Introduction

The role and importance of human resource is obvious to progress and development of social organizations. In today's competitive environment, human resources are the most valuable factor of production and services, as well as the most important asset be considered for any organization, so that their effective management, provides the groundwork for organizational excellence. In some cases, employees may tend to behaviors that does not match with the organization's culture and in this way, it threatens the health of work for self-him and other employees. The incidence of such behavior from the perspective of organizational behavior, it is called deviant workplace behaviors, the amount of developing employees will affect (Levine, 2010). In general deviant behaviors called to the behaviors that have violated norms and rules of the organization, and threaten the health of organization, its personnel or both (Harter et al, 2004).

Deviant behavior is one of the consequences of stressful work environment. Behaviors in the workplace, which has three main criteria to be considered deviant; Intentional and voluntary, the traditions, rules, regulations and acceptable norms of organization are ignored and endangering the health of individuals and organizations, overt and covert significant costs to be incurred, and the organization endanger through individual and organizational effectiveness and performance (De Jonge and Peeters, 2009). The existence of such behaviors in the organization also reduces the productivity of the organization. These behaviors are divided into four deviation groups of active, political, financial, or personal invasion. Deviation occurs when employees, standards of quality and quantity of production, product or service are violated. Political deviations (policy organization), occurs when the employees support special shareholder, in which case the others are placed at risk. Financial deviation includes

gain or loss of property without the approval of the organization. Personal invasion includes hostility and aggressive behavior towards others that could endanger the reputation of the organization and have serious negative consequences for people (Ghodrati pour and Hassan Moradi, 2014).

Against deviant workplace behaviors, we can talk of job engagement as a concept of positive psychology is raised (Hallberg, and Schaufeli, 2006). Staffs are eager to fully attract their work and their jobs properly fulfill assignments. So job engagement as a favorable source may be a positive cycle of resources and thus lead to positive effects on health that its consequence is appears in doing the right job duties assigned or behavior beyond of that (Hobfoll and Shirom, 2001). Job engagement is a concept that it has a positive relationship with positive consequences such as job performance, enhances organizational citizenship behaviors and job satisfaction and has high negative correlation with turnover intention (Hakanen et al, 2005). This concept refers to the amount of energy and attachment to the jobs and professional effectiveness and has three dimensions of attract, strength, and his dedication (Schaufeli et al, 2001). Having eagerness to work (or to another definition, powerfulness), described with high levels of energy and mental flexibility while working, willingness to invest in work and resistance, even in the face of and working problems. Engaging work is described with the understanding of the sense of meaningful work, having the feel of passion and pride of work and feel challenging work. Conceptually, similar to job attachment and job commitment is defined as the degree to which a person psychologically to communicate well with his job (Salanova et al, 2002). Meanwhile, knowledge management is a process through which organizations produce wealth of knowledge and or intellectual capital of its own and one of the obvious goals of creating value in organizations.

Establishing knowledge management have important roles in increasing awareness and understanding of people that in this regard; through creating value for employees in the organization also helps prevent deviant behavior. Knowledge management is process creation and sharing, transfer and retention of knowledge in such a manner that it can be effectively used in organizations (Newman and Conrad, 2000). Nevertheless, the implementation of various projects create three major challenges to knowledge sharing in which - in addition to General challenges - by project-based organizations, as well as MAPNA group companies, because a lot of similarities and differences of each project compared to other projects, which include: How to avoid rework and sharing of knowledge in a project with other projects, and also how to reduce the negative effects of the temporary project team members and

separating them after the completion of the project, which may cause the loss of large amounts of lessons learned during project. To compensate such a problem, the need for employees eager that feel strong and effective relationship with work and they empower themselves to fulfill the job responsibilities, and seek to new challenges and when they feel their work are not challenges for long time, change it (Schaufeli et al, 2001). It is necessary in the core of Mapna group companies and its manager's politics is also trying to nurture such forces. Due to the high capacity of the Mapna group in doing industrial projects and the optimal use of applications and knowledge management capabilities to achieve improved performance of the Group (including the promotion of quality of the work and influence on world markets), and given direct impact of the staffing on process of the establishment and implementation of knowledge management and utilizing intellectual capital (experience and knowledge individual to each person), The need to review and assess is felt the relationship between knowledge management with reduce deviant behaviors and increase the job engagement of employees in the MAPNA MD2 Co. that it is implementing power plant projects in Iran and international markets.

### **1.1. Research Backgrounds**

Liang et al (2007) in a research titled "effects of knowledge management capabilities on perceived performance in companies that have used the establishment of system resources, indicated that activities related to the creation, capture and record the knowledge having positively effect on performance. As well as in view of the knowledge resources of the company, in some situations knowledge management provides the ability to improve corporate performance.

Bavarsad et al (2010) the relationship between knowledge management and organizational performance in companies listed in Tehran Stock Exchange began. The results showed there is a positive relationship between knowledge management and organizational performance, and indirect relationship between knowledge management and financial performance (with the mediation of organizational performance). Generally, findings showed no significant relationship between knowledge management and financial performance.

Daud and Yusoff (2010), in a research explain to between knowledge management and organizational performance with the mediation role of social capital in Malaysia. The results showed that: a) the knowledge management have a positive impact on social capital B) Social capital enhances the performance of the company and c) social capital is the mediation role between knowledge management processes and

company performance. The study showed that social capital and knowledge management processes can be integrated to enhance the company's performance.

Hamidizadeh and Kheirkhah (2012) in a research explain to the impact of the knowledge management capabilities on the performance of marketing organizations in the Iranian petrochemical industry. The results showed there is a significant positive correlation between the knowledge management capabilities of marketing and performance of organizations (market performance, customer performance and financial performance). Foreign marketing capabilities have greatest impact on the overall organization performance, market performance and financial performance, while the internal marketing capabilities have greatest impact on customer performance.

Agbim et al (2013) in a research examined the impact of knowledge management capabilities on organizational performance in the services sector. The results in Nigeria showed that technical resources knowledge management, structure resources of knowledge management, cultural resources knowledge management and human resources management knowledge have positively and significantly effect on the performance of the service companies.

Munir et al (2013) in a research titled 'Mediating effect of knowledge sharing between knowledge capabilities and organizational effectiveness of higher education institutes of Pakistan' showed that knowledge have very strong relationship the mediating effects between the ability to process knowledge management and organizational effectiveness.

Raeisi et al (2012) in a study titled 'measuring the regression equation as knowledge management and organizational effectiveness in sport organizations of the country concluded that there is a significant positive relationship between knowledge management capabilities and processes with organizational effectiveness in sport organizations in the country and between these processes, knowledge transfer is showed highest correlation coefficient, and record students the lowest correlation with organizational effectiveness.

Ghodratipour and Hassan moradi (2014) in a study determined the effects of elements of the organization and management on deviant workplace behavior (survey on national retirement fund employees). In the present study, its objective was applied and development and its nature were descriptive. The findings of the study, which collected data from a sample of 170 people from all employees and manager's retirement organization in Tehran were obtained, showed that Distrust of employees, negative attitudes and cynical, ambiguity in job performance, structure of the

compensation / rewards, unfair laws and organizational culture, respectively to have the highest impact behavior deviant workplace. Main suggest of this research, prioritizing senior managers to plan for building trust among employees, in addition, other factors must be identified deviant workplace behavior.

Soltani et al (2015) on research explored the factors affecting on control of deviant behaviors of employees in organizations (Shahid Beheshti Hospital of Qorveh). The sample population was selected 531 people from hospital staff. The purposes of study identify factors affecting the deviant behavior of the staff. In this study was used K-S test for normality of data distribution and Pearson correlation test to evaluate hypotheses. The data from questionnaires distributed were analyzed in two parts descriptive and inferential statistics. The Survey of factors affecting on control of management staff deviant behaviors, all three hypotheses were confirmed with 5% deviation 59% confidence. According to the results, we can say that there is a significant relationship between organizational factors, management factors and personal factors in Shahid Beheshti hospital staff of Qorveh.

## **2. Methodology**

### **2.1 Objectives of the Study**

- To exam of relationship between knowledge management and its dimensions with staff's job engagement increment in MAPNA MD2 Co.
- To exam the relationship between knowledge management and its dimensions with staff's deviant behaviors abatement in MAPNA MD2 Co.
- To provide the structural equation modeling of knowledge management, job engagement increment and deviant behaviors in MAPNA MD2 Co.

### **2.2 Sampling Design**

All Mapna MD2 Co. headquarter office employees (300 people) in Tehran had formed the intended statistical society. According to Krejcie and Morgan table, the sample of research was considered as 169 people which have been selected accidentally and were divided to 35 women and 134 men due to the number of staff in the office.

### **2.3 Data Collection**

The present study method was descriptive and correlational that have been performed as field research. A four pages' s questionnaire with 54 questions that including three localized questionnaires according to the Newman-Konrad (2000) standard knowledge

management questionnaire, Salanova-Schaufeli (2001) job engagement questionnaire and Bennett-Robinson (1964) deviant behaviors questionnaire, was utilized as data collection tool in this research.

To respond to this questionnaires of the samples were asked to give their opinion in the range of 5 scale from strongly disagree (1) to strongly agree (5) for of questionnaires management and job engagement and on the slopes never (1) to always (5) questionnaire deviation workplace. . In order to collect data, questionnaires based of localized and distributed on the location of the company headquarters office MAPNA MD2 Co. both in Tehran and were collected.

## 2.4 Hypothesis

1. There is relationship between knowledge management and its dimensions with staff's job engagement increment in MAPNA MD2 Co.
2. There is relationship between knowledge management and its dimensions with staff's deviant behaviors abatement in MAPNA MD2 Co.
3. The research model has a good fit.

## 2.5 Data analysis

**A. Hypothesis 1:** There is relationship between knowledge management and its dimensions with staff's job engagement increment in MAPNA MD2 Co.

**Table 1:** The relationship between knowledge management and job engagement increment

Variable	Job engagement increment	
	The correlation coefficient	Significance level (P)
Knowledge Management	0.642	0.001

According to the results of Spearman correlation coefficient, the obtained significance level is less than 0.05, so with 95% confidence can say that, there is a good relationship between knowledge management and staff's job engagement increment in MAPNA MD2 Co. This relationship is positive and direct ( $r=0.642$ ).

**Table 2:** The relationship between knowledge management dimensions and job engagement increment

Variable	Job engagement increment	
	The correlation coefficient	Significance level (P)
Knowledge Maintaining	0.597	0.001
Knowledge Transferring	0.530	0.001
Knowledge Creating	0.571	0.001
Knowledge Applying	0.612	0.001

According to the results of Spearman correlation coefficient, the obtained significance level is less than 0.05, so with 95% confidence can say that, there is a good relationship between knowledge management dimensions and staff's job engagement increment in MAPNA MD2 Co. This relationship is positive and direct.

**B. Hypothesis 2:** There is relationship between knowledge management and its dimensions with staff's deviant behaviors abatement in MAPNA MD2 Co.

**Table 3:** The relationship between knowledge management and deviant behaviors abatement

Variable	Deviant behaviors abatement	
	The correlation coefficient	Significance level (P)
<b>Knowledge Management</b>	-0.237	0.002

According to the results of Spearman correlation coefficient, the obtained significance level is less than 0.05, so with 95% confidence can say that, there is a good relationship between knowledge management and staff's deviant behaviors abatement in MAPNA MD2 Co. This relationship is negative and direct ( $r=-0.237$ ).

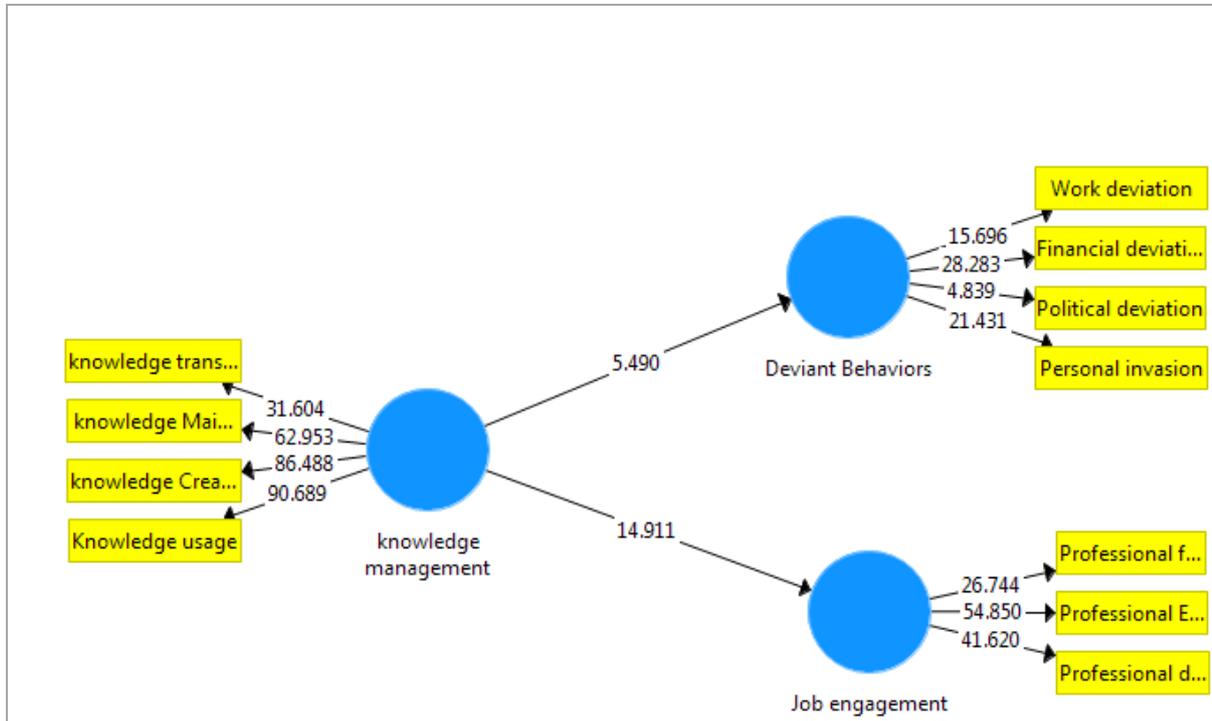
**Table 2:** The relationship between knowledge management dimensions and deviant behaviors abatement

Variable	Deviant behaviors abatement	
	The correlation coefficient	Significance level (P)
Knowledge Maintaining	-0.233	0.002
Knowledge Transferring	-0.181	0.018
Knowledge Creating	-0.202	0.009
Knowledge Applying	-0.231	0.002

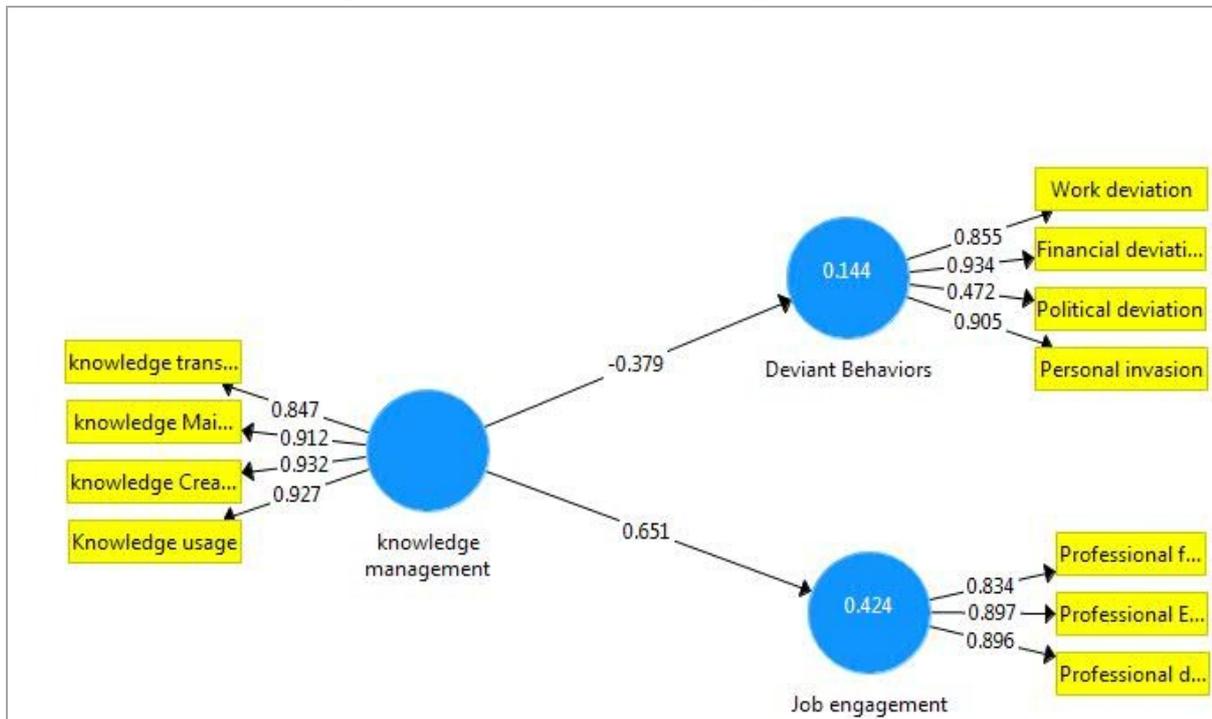
According to the results of Spearman correlation coefficient, the obtained significance level is less than 0.05, so with 95% confidence can say that, there is a good relationship

between knowledge management dimensions and staff's deviant behaviors abatement in MAPNA MD2 Co. This relationship is a negative and direct.

**Hypothesis 3:** The research model has a good fit.



**Figure 1:** The research model in significant mode



**Figure 2:** The research model in standard mode

## **2.5 Examining significant coefficients Z**

The model output in Figure 1 show that, the significant coefficients among the knowledge management route with deviation behaviors and job engagement are 5.940 and 14.911, which are more than the benchmark (1.96). This result indicates a significant impact of knowledge management on deviation behaviors and job engagement at the significant level of 0.95 and shows that the knowledge management impact on the deviation behaviors and job engagement. It should be noted that the relations have significant between latent variables that they connected 11of dimensions to three main variables of knowledge management, business and job engagement and deviation workplace as well as has significant that shows the appropriate explanation of its original dimension by its dimensions.

## **2.6 Examining standardized coefficients criteria related to the variables**

Using the model output in Figure 2 Standardized, coefficients of path determine between knowledge management variable and variable deviation workplace and job engagement that knowledge management measure amount 65 percent of changes of job engagement and 37% of the changes of deviations workplace.

## **3. Discussion and Conclusions**

According to findings research, there is a significant positive relationship between knowledge management and job engagement increment in MAPNA MD2 Co. This result is consistent with other research results such as Raeisi et al (2012), Hamidizadeh and Kheirkhah (2012), Liang et al (2007), Daud and Yusoff (2010), Agbim et al (2013), and Munir et al (2013). Knowledge management prevents rework in organizations by recording knowledge and experiences of every single one of its employees and have putting it to use other personnel. This makes each employee in carrying out their duties, less stressed and work to do the best possible. As a result, these people are eager to have the work done at the right time and enjoy to their work. In other words, job engagement is increasing in them. Job engagement can create a strong link between employee and employer; this professional interest and fascination not only affect the quality of the staff, but it also worked in personal life, and the organization's human capital will be eager to work. This work assists the organization to achieve its goals, faster and better. As Raeisi et al (2012) in their study concluded that knowledge management capabilities will lead to improved organizational effectiveness, according to the survey results in MAPNA MD2 Co. (which indicates the relationship between

knowledge management and job engagement increment) it can be said that management of this organization can provide with conditions and implementation of knowledge management, leads to an increase job engagement in its staff and because of it, organization to be in the right direction the better and more effectively for themselves. Daud and Yusoff (2010) also knowing effective knowledge management on organizational performance; they believed that knowledge management leads to improved performance of the organization through the influence on social capital. Many aspects of social capital, which sometimes of them as social values as well known (such as self-confidence, solidarity, and so on through the flow of information, such as education-related businesses boosting the morale of the pluralism versus individualism formed in organization), to improve organizational performance and affected environment on the performance of the organization. MAPNA MD2 Co. also by categories and using those experiences and knowledge that always takes into consideration both employees and outside organizations can show his morality to both the staff and the public, it caused more passion among the staff and feel proud of the work in such a set.

The findings also showed that, there is a negative and significant relationship between knowledge management and staff's deviant behavior abatement in MAPNA MD2 Co. that is consistent with other research results such as Bavarsad et al (2010), Hamidzadeh and Kheirkhah (2012), Ghodratipour and Hassan moradi (2014), and Soltani et al (2015). Sometimes in organization, the people are involved deviant behavior because of misunderstandings and incorrect understanding of the issues. These deviations may be in parts of the financial, business and political in organization or aspects of personal behavior. In the meanwhile, what is important is that deviation, regardless of its type, is threat for organization and it should be a remedy to defuse and deal with it. As mentioned, a behavioral deviation is created when the person has no understanding of the issues and sees things simply of his vision. Knowledge management can play an important role in reducing deviant behavior, because the answer of many organizational decisions that already taken, embedded at it and it represents the company's policy for decisions taken that sometimes it is not match with people desire. As Hamidzadeh and Kheirkhah (2012) in a research showed there is a significant positive correlation between the knowledge management capabilities of marketing and performance of organizations. Bavarsad et al (2010) also point to the indirect impact of knowledge management on financial performance. Soltani (2015) also knows effective managerial, individual and organizational factors on employees' deviant behavior. According to the same results in the field and the result of this

research, we could understand the impact of knowledge management on reduce of deviant behaviors. In fact, knowledge management could reduce their behavioral deviations with direction of the staff working in various fields and helping them to fulfill their obligations and to show them that organizational decisions and how to work, because advantage taking is more or animosity with the employee; but also for the benefit of the organization and because of similar problems in the past and was trying to that, the best way to solve problems is adopted appropriate to conditions.

## Resources

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