

A RESEARCH ABOUT THE RELATIONSHIP BETWEEN THE KNOWLEDGE SHARING BEHAVIOR AND GOSSIP AT WORK

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Abstract

Knowledge which became the most powerful weapon of creating values creates even more values when being shared. This characteristic of knowledge has ended the past “Knowledge is power” paradigm and validated the “Knowledge sharing is power” perception. It has been generally approved that individuals may have prejudgments or opposite behaviors when they do not have enough amount of knowledge of a subject. The general suspicion and fear against the unknown may also affect the individual’s attitudes and behaviors.

The gossip or the gossip communication is known as the unofficial message exchange amongst workers. With its bad reputation amongst a lot of establishments, gossip is also believed to be a system that spreads the rumors between people. This might be proved to be true yet at the same time gossip also contains good news that may be helpful to workers and employers. Gossip forms at anywhere that there is no formal communication system. It is a social need. This way of communication is not poor but humorous and flexible. It can infiltrate anywhere and has an important value between the relationships of workers. It replies to people’s demands. It has been seen that the gossip increases especially when the individuals in an organization are not informed well enough about the subjects that matters to them the most.

Depending on the research result, when the relationships between factors are being inspected, with being not too high, there is a meaningful relationship between the attitudes against gossip and rumor (*Corporate Reasons of Gossip (CR), Feelings and Attitudes against Gossip (FA) and General Thoughts about Gossip (GT)*) and *Knowledge Sharing (KS)* behavior.

Keywords: Knowledge sharing, gossip and corporative rumor

İŞYERİNDE BİLGİ PAYLAŞIMI ALGISI İLE DEDİKODU ARASINDAKİ İLİŞKİLER ÜZERİNE BİR ARAŞTIRMA

Özet

Değer yaratmanın en güçlü silahı haline gelen bilgi, paylaşıldıkça daha çok değer üretmektedir. Bu özelliği, geçmişte “Bilgi güçtür.” paradigmasının da sonunu getirmiş ve “Bilgi paylaşımı güçtür.” algısına geçerlilik kazandırmıştır. Bireylerin yeterince bilgi sahibi olmadıkları şeyleri değerlendirirken önyargılı ya da karşı davranışlar sergileyebilecekleri genel kabul görmektedir. Bilinmeyene karşı duyulan kuşku ve korku da bireyin tutum ve davranışlarını etkileyebilmektedir.

Dedikodu ve ya dedikodu iletişimi, çalışanlar arasında resmi olmayan mesaj alışverişi olarak bilinir. Birçok işletmede dedikodu kötü bir üne sahip olmakla beraber birçok insan da dedikoduların, söylentileri yaymaya yarayan bir sistem olduğuna inanır. Bu kısmen doğrulanabilir ancak, dedikodu aynı zamanda, hem işverenlere hem de çalışanlara yardımcı olacak iyi haberleri ve bilgileri de içerir. Dedikodu, resmi iletişimin işlemediği her yerde oluşur. Sosyal bir ihtiyaçtır. Bu iletişim kuru değildir, esprilidir, esnekler. Her yere sızar, çalışanların ilişkilerinde önemli bir ağırlığa sahiptir. İnsanların beklentilerine cevap verir. Dedikodunun özellikle örgüt üyelerine, kendilerini ilgilendiren konularda yeteri kadar bilgi verilmediği zaman arttığı saptanmıştır.

Araştırma sonuçlarına göre; araştırmayı açıklayan 4 alt boyut elde edilmiştir. Bu alt boyutlardan en önemlisi İşyerinde bilgi paylaşımı algısı (BP) faktörüdür. Diğer faktörler dedikodunun kurumsal nedenleri (DC) faktörü, dedikoduya karşı his ve davranış (DE), dedikodu hakkında genel düşünce (DA) faktörleridir .

Anahtar Kelimeler: Bilgi Paylaşımı, Dedikodu ve Kurumsal Söylenti

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Introduction

At this ever-changing modern-day world, in order to catch a sustainable competition advantage, organizations must be aware of the knowledge sharing and the ability of problem solving capacity of their employees. A lot of research has been done regarding to knowledge sharing which can be identified as individual to individual or individual to a group knowledge transfer, in order to create potential and improve competitive power of the organization (Yozgat-Bahadınlı- Deniz-Baki, 2014, 1-19)

Knowledge sharing can be identified as spreading the information (Yozgat-Demirbağ-Şahin, 2013, 1-6) . Knowledge sharing is the most important part of knowledge management of an organization and the success or failure of the organization is directly related to the capability of their workers' knowledge usage (Tınaztepe- Özer- Kızıloğlu-Yozgat, 2012, 1-10).

Knowledge management is not only used in business world but also used by public enterprises, which manufactures product or/and provides service, profit-oriented or non-profit-making, in order to improve performance. Academic medicine and health care establishments, hospitals, various health-related foundations are also taking place in the fields that use knowledge management.

In this context our work is presented with a structure based on 3 parts. Knowledge concept in the first part is collected under the title of types-departments of knowledge conceptual framework. Knowledge management, knowledge sharing, and sharing types and formats are being discussed at the second part. The gossip and corporative rumor subjects which are informal ways of knowledge sharing are being approached at the third part. In order to achieve the study's purpose, the analysis reports of the polls will be evaluated at the last part.

1. Conceptual Framework

1.1. Knowledge Concept

Knowledge concept is a word derived from a Latin word “informatio”, has several meanings such as, act of formalizing something, figuration, to let know, the act of informing (Tiwana-2003). In the English synonym dictionary, knowledge has several equivalents such as; discernment, understanding, assimilation, guessing and clarification (Laird, 1985). In Turkish dictionary, knowledge is defined as a known thing regarding a subject or a matter, cognizance, the basic thought comprehended by the mind at the first intuition, talents and skills (TDK, 1974).

Knowledge forms the process of all the management basics, initially deciding, planning and inspection. In order the organization to take steps in the direction of having results which also means the management to achieve its purposes, decisions have to be made continuously. The inputs / data which are being used for the decisions have to be qualified in order to achieve successful decisions. On the other hand the produced information also carries to be the data for other departments and other decisions. In summary knowledge is needed for problem solving, decision making, planning, researching, being aware of developments and communicating with larger population (Çınar, 2004, 1).

1.2 Knowledge Types

There are two types of knowledge when inspected based on knowledge source which are tacit knowledge and explicit knowledge. In terms of knowledge management there has to be a differentiation between these two knowledge types. This differentiation is similar to the kinetic energy of the situation and movement. Tacit knowledge is the type of knowledge that we carry inside us, in our brain. This type of knowledge has sank into us so deeply that

sometimes we do not know that we have it and we make the general mistake we do that we think other people have the same level of knowledge we have. In this situation the sharing of this tacit knowledge gets hard. Explicit knowledge is the kind of a knowledge that we can share via words, pictures or other instruments. So in order to be able to share our knowledge, first we have to make it an explicit knowledge. (Barutçugil, 2002).

In organizations knowledge is being produced via the interaction between the tacit and explicit knowledge. The interaction between these two types is called Resolving the knowledge. Resolving the knowledge is the process of tacit or explicit knowledge converting from one to another. The conversion process is a process that develops the tacit or explicit knowledge as quality and quantity (Zaim-Seçkin, 2012, 1-19). Nonaka and Takeuchi indicate that this is a socialization process. The tacit knowledge can be achieved by the social interaction between the person who has the knowledge and who needs it (knowledge as process). Sometimes the tacit knowledge might not be transferred to the other party with the social interaction. Michael Polanyi, one of the two philosophers who argue over explicit and tacit knowledge, suggests us to try to explain a person how we swim or ride a bicycle in details in order to understand what the explicit and tacit knowledge experience is. Even if the explicit knowledge is written on a document, the person who reads it might not acquire it. If it worked that way, we could have played the piano by just reading the book that explains the technics of a good pianist (Tonta, 2004,55-68).

2. Knowledge Management And Knowledge Sharing

2.1. Knowledge Management

Knowledge management is an organizational process that aims to benefit from the organization's creative power at maximum standards via merging the capacity of data processing and the information and communication technologies with the human capital's innovator and creative capacity (Aktan-Vural, 2004). In another words, knowledge management is an approach that includes all of the databases, documents, policies and procedures along with the available expertise and experiences and aims to identify the organization's knowledge assets, manage and share them (Çakar-Yıldız,2010, 73).

Organizations need the knowledge management to enable the transformation of the unconfigured or in other words the tacit knowledge to explicit, shareable, and usable knowledge and to ensure that this new construction is sustainable and processes in an order. For this reason the knowledge management is a very important tool towards increasing the substantial performance (Odabaş, 2009, 411).

In order to keep their activities operations have to deal with the manufacturers, clients, workers, bills and payments and of course their products and services. In order to increase the general performance and keep the effective conduct, they should organize the parts that use information. Information systems enable the operations to manage all of their information, make better decisions and improve their work progresses (Loudon-Loudon Çev:Yozgat, 2012, 43).

2.2. Knowledge Sharing

Knowledge that became the most powerful tool for creating values creates even more values as it is being shared. This characteristic of knowledge also ended the past "knowledge is power" paradigm and enabled the validation of "sharing knowledge is power" (Demirel-Seçkin, 2011, 103). There is a general acceptance of the individual's being bias or having anti acts against something that they do not have enough information about. The general doubts and fear against the unknown also affects the individual's acts and behavior (Doğan, 2002, 71-78).

2.3.Aspects of Knowledge Sharing

Along with the subject of knowledge sharing not being new at the organizations, in literature the special measurement methods are limited. There are 5 aspects of knowledge sharing which Kankanhalli, Tan and Wei developed. This scale has been used at the practice part of the study. For this reason it is considered necessary to explain the knowledge sharing aspects of this scale (Gürdal-Kumkale, 2014,848):

Organizational Award: In the situation where the encouragement is more than the cost of the shared knowledge, sharing the knowledge is being awarded. Organizational awards like salary, premium, safeguarding of the job, move up with the career are being increased.

Respectability: In a work business environment, knowledge makes the workers look more valuable. Knowledge provides the workers respectability and a better image. Knowledge sharing is important with improving reputation in organizations.

Reciprocity: Workers tend to expect a return when they share knowledge. Mutual benefit is subject to the knowledge sharing. According to researches done before, people who share knowledge believe that the knowledge sharing is mutual. Being mutual has a positive relationship with knowledge sharing.

Self-sufficiency: For the organizations, especially sharing the beneficial knowledge is an opportunity for developing the self-sufficiency of the workers. It is about the perception of the individual's possessed skills. The confidence and the sufficiency of the workers increase when they share their beneficial experiences with the organization. This belief might help the individuals to motivate themselves.

Care for Helping Others: This term has been derived from self-sacrifice. People might do sacrifices without having any mutual expectations. They can be motivated to help others and they might have fun and feel satisfied doing so.

As for all the organizations, the presentation of Health Care services also takes place in a very intense knowledge sharing process. Along with being the general processes of knowledge sharing is improving the organizational construction and service delivery style, it can be said that the basic function of knowledge sharing at health care organizations is to support the clinical decisions that will help to improve the condition of the patient. At health organizations where services are delivered that concerns human life directly knowledge sharing becomes more important than other organizations. The amount of specialization or the intensity of the used medical technology requires the professionals who work at health care organizations to increase the amount of knowledge shared. Because knowledge sharing can be one of the factors that directly affect the provided medical care process of the health organizations (Ali-Gider, 2011, 243-258).

The importance and the effect of knowledge increases day by day at both administrative and diagnose-treatment departments. Especially the improvements achieved at information and communication technologies make the knowledge and knowledge management at health organizations more important each day. In this sense the health organizations are such organizations that collect huge amounts of data, store it, process it and use this information. High level of medical care and effective administration necessitates the extensive and careful management of knowledge (Akbolat-Yılmaz, 2013, 109).

2.4.Methods of Knowledge Sharing

Organizations are placed where the communications are very intensive. All organizations have a communication system for information transmitting. This system is based on decision

centers which are connected to each other via communication channels. The decisions made at these centers are forwarded to the center of activities. In organizations there are two kinds of formal and informal communication channels that take in charge such communications (Akad-Budak-Budak, 2019).

The knowledge sharing types that take part in literature and the major studies in which these types are being categorized are as follows: personal presentation and usage of electronic document, formal and informal knowledge sharing, sharing the knowledge by chasing it or finding it prepared, sharing the knowledge by renewing it, revising it or creating it, sharing the knowledge by achieving the knowledge, using the knowledge repeatedly and creating the knowledge (Karaaslan-Özer-Kulakoğlu, 2009, 135-160).

Communication is a very important process managing the social relationship through workers and directing the activities effectively. Besides the formal communication determined in accordance with the company policies and strategies, there is also an informal communication which cannot be foreseen and was not adjusted beforehand, created only by the social needs of the workers. Workers and the managers co-operate and work together in order to reach to the main objective of the organization by coming up to a joint resolution towards the upcoming activities by using the communication. For this reason just like there is a formal communication between workers and managers, there also is an informal communication between them. The formal communication is mostly seen between workers (Eroğuler, 2008,74).

2.5. Formal and Informal Knowledge Sharing

With the hierarchy determined inside the organizations, workers transmit information with official channels, this way formal knowledge sharing occurs. Usage of the formal knowledge sharing channels provides a certain order, and integrity between departments. This identifies the duties, authorizations and responsibilities of the workers. The structure of the communication is created by identifying the places of the workers in the organization scheme. However since the formal communication is a slow process and lacks flexibility, it does not meet the communication needs of the workers entirely. Intraorganizational communications might not always meet the knowledge needs of the workers all the time. In situations like these, another kind of communication type forms which is created naturally by the relationships between the workers and which is out of the organization's hierarchy. This kind of communications is flexible, processes fast, natural and can be named as informal knowledge sharing (Eroğuler, 2008,75).

All kinds of knowledge can be shared in formal or informal ways. The informal knowledge sharing happens by itself, between two individuals, by coincidence, without being based on any terms, during any conversation. This type of sharing can not only be done face to face, but also can happen through e-mail or any other communication tool. It is very hard to control the informal knowledge sharing. On the other hand in any organization, formal knowledge sharing happens between all of the workers, especially via technology and under certain conditions. With the formal knowledge sharing, it can be easily detected by the sharing party or the accepting party whether the knowledge sharing has reached its purposes or not (Demirel-Seçkin, 2008, 196).

3. Informal Knowledge Sharing In Organizations: Gossip And Corporative Rumor

Gossip or the gossip communication is known as the informal message exchange among workers. With having a very bad reputation at the organizations, a lot of people believe that the gossip is a tool used to spread rumors. This might be true however gossip also includes good news and good information that can be useful to both managers and workers (John-Eggland, Çev: Büyükerşen-Öz-Alp-Seçim, 1991). Gossip forms at anywhere that there is no formal

communication. It is a social need. This is not an in vain communication, but it is humoristic and flexible. It can infiltrate anywhere and has a big importance between workers relationships. It answers to people's needs. It has been detected that the gossip amount rises especially when workers are not informed enough with the subjects that concerns directly themselves (Kazancı, 2013)

Gossip can be identified as a special form of rumor. It can also be called as backbiting or transferring useless and sweet information through informal communication channels. Gossip gets the person a bad reputation and is nothing but a waste of time. But it also serves as a tool for some beneficial purposes at some companies. Besides fixing up workers' morals, enabling socializing between workers and being a guide to the group norms, it can also help the workers express their problems. Gossip adds diversity and distinctness to the job and even makes some routine works bearable. At companies where the personalization does not happen much, and the face of the increasing technology, gossip comes to the forefront and also accepted as an important team spirit source. But besides all these, gossip might break conversation between individuals and as a result of some activities it might get intensified and affect the society [27].

Gürgen has summarized the benefits of the informal organization as follows (Gürgen, 1997).

1. It carries an important burden of the communication and helps the formal communication.
2. It is a useful communication tool if used properly.
3. It is a supporting tool especially when suggestions and complaints need to be delivered to the managers.
4. It allows the organization to get to know the amendments around them and take required precautions.
5. It leads up to effective performance at team works.

Rumor and gossip environments have a devastating effect over the organization's setup. It causes moral breakdowns such as anxiety, fear and uneasiness. The only effective way to prevent the rumor channels is to deliver the true information to the workers. In other words, actualize the sufficient and accurate knowledge sharing (Eroğlu, 2005, 206).

Knowledge sharing is not only important for organizations, but also important for the workers too. It servers the purpose of worker's sharing knowledge, validate their knowledge and consolidate their knowledge. This means the individuals evaluate their own knowledge with the knowledge they acquired from other individuals. This happens with the knowledge's self-evaluating characteristic. Besides it allows the individuals to correct their very basic misunderstood or misinterpreted knowledge and their interpretations (Barutçugil, 2002)..

4. Research

4.1. Purpose of the Research

The purpose of this research is to identify and survey the Çanakkale province and its districts' EMT/paramedic, nurse and health officers' attitude for gossip, rumor and knowledge sharing, and to identify the relationships between their attitudes. Accordingly, answers are searched for the questions below.

Research Questions

1. What are the attitudes of the employees towards gossip and rumor?

2. What are the attitudes of the employees towards knowledge sharing?
3. Is there any relationship between these attitudes?

The hypothesis of our research is as below.

H1: There is a positive relationship between the *Knowledge Sharing at Work* and the thought of gossip being negative (aimed to slander the company and/or unethical).

H2: There is a positive relationship between the *Knowledge Sharing at Work* and the thought of gossip being formed by corporate reasons (hierarchical structure, not being equal and fair, unexpected promotions and rewards, weak management of internal conflict and motivation system failure).

H3: There is a positive relationship between the *Knowledge Sharing at Work* and the feelings (feeling betrayed and hatred) and actions (complaint, sharing and punishment) against gossip.

4.2. Research Method

The population of this research is the emt-paramedics, nurses, health officers and the administrative personal working at the hospitals of Çanakkale province. For measuring the attitudes against gossip scale developed Bacaksız and Yıldırım, (Eşkin-Bacaksız, 2013, 40) and for the knowledge sharing Kumkale and Akın (Kumkale-Akın, 2014, 845) were used. Respondents were asked to answer these eight items on a 5 point scale (1 definitely disagree, 2 disagree, 3 uncertain, 4 agree, 5 definitely agree).

Questionnaires have been collected in different ways. E-mail, social media and face to face questionnaire methods have been used. A total of 580 questionnaires were provided for distribution, of which 538 (92.76 %) were returned. After deleting the semi-filled ones 492 (84.83 %) questionnaires were analyzed using SPS 21.00 statistical program. Factor analysis, independent t test, Spearmen's rank order correlation analysis methods have been used.

Regarding socio-demographical aspects of the 492 subjects who participated in the research, 192 (39,02 %) male, 300 (60.98 %) female, 72 (14.63 %) business high-school graduated, 384 (78,05 %) college graduated (nurse and health officers), 36 (7.32 %) post graduated with doctorates.

The research group consists of 96 (19.51 %) EMT/paramedic, 216 (43.90 %) health care officer and nurse, and 180 (36,59 %) administrative personnel.

4.3 Analyses

Factor and Reliability Analyses

The factor analyses (FA) has been done with the confirmative factor analyses. As for the data rotation, Varimax (Kaiser normalization) method has been used. After assuring the factor construction is acceptable, each factors' reliability degree has been determined. The factor and reliability analyses' results which belong to the scale used during this research are placed at the chart below. With the Kaiser-Meyer-Olkin (KMO) analyses results, it has been seen that the factor analyses degree is credible (Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.795, Bartlett's Test of Sphericity Approx. Chi-Square = 6.184E3, df = 171, sig. = .000).

As a result of the factor analysis we have done, 4 factors have been acquired and 67.58 % of the variance could be explained using these factors. The factors' variance explanation percentages and factor alpha values are shown at the table below.

Table 1. The Factors' Variance Explanation Percentages

Factors	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
<i>Knowledge Sharing at Work (KS)</i>	5.470	28.789	28.789
<i>Corporate Reasons of Gossip (CR)</i>	2.902	15.275	44.064
<i>Feelings and Attitudes against Gossip (FA)</i>	2.767	14.565	58.630
<i>General Thoughts about Gossip (GT)</i>	1.700	8.947	67.576

Extraction Method: Principal Component Analysis.

Table 2. Factor Analysis

	(KS)	(CR)	(FA)	(GT)
We share the knowledge we acquired via education with each other at work.	,933			
We share the methods and procedures about our jobs with each other at work.	,890			
We share the information on who has the information or where the information is with each other at work.	,889			
We share the suggestions and reports about employees with each other at work.	,881			
We share the success or failure stories about employees with each other at work.	,848			
We share the experiences or the technical knowledge we have with each other at work.	,818			
We share the magazines or newspaper we have about our jobs with each other at work.	,815			
The weak management of internal conflict at work results with the increase of gossip and rumor.	,824			
The unfair and non-equal attitude of managers towards employees results with the increase of gossip and rumor.	,803			
The inadequacy of the motivation system results with the increase of gossip and rumor.	,730			
Unexpected promotions and rewards results with the increase of gossip and rumor.	,642			
Too much hierarchical system inside the corporate causes an increase in forming frequency of the gossip and rumor.	,629			
I feel slandered when I realize an ongoing gossip about myself.		,734		
I complain to my managers when I realize an ongoing gossip about myself.		,724		
I make sure the starters of the gossip get punished when I realize an ongoing gossip about myself.		,712		
I share it with my family when I realize an ongoing gossip about myself.		,701		
I hate the people doing it when I realize an ongoing gossip about myself.		,693		
Every gossip and rumor is unethical.				,866
Gossip and rumor slander people and/or companies.				,834

When the correlations between the factors are inspected, it's seen that there is a positive significant and low relationship between *General Thoughts about Gossip (GT)* and *Knowledge Sharing at Work (KS)* (,223**). Depending on the respondents if gossip is thought as is aimed to slander the company and/or unethical increases the knowledge sharing increases too. With this we understand that the H1 hypothesis has been approved.

Table 3. Cronbach's alpha coefficients and correlations among study variables

	KS	CR	FA	GT
<i>Knowledge Sharing at Work (KS)</i>	(.950)			
<i>Corporate Reasons of Gossip (CR)</i>	.223**	(.718)		
<i>Feelings and Attitudes against Gossip (FA)</i>	.119**	-.113*	(.793)	
<i>General Thoughts about Gossip (GT)</i>	.226**	.254**	-.272**	(.785)

Note: Values on the diagonal represent Cronbach's alpha coefficients.
* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$ (two-tailed tests); $N=492$.

It's also noticed that there's a positive significant but very weak relationship between *Knowledge Sharing at Work (KS)* and the *Corporate Reasons of Gossip (CR)* (.119**). It's understood that as hierarchical structure, not being equal and fair, unexpected promotions and rewards, weak management of internal conflict and motivation system failure idea rises, *Knowledge Sharing at Work* also increases slightly. H2 hypothesis is approved.

There is a positive and weak significant relationship between *Knowledge Sharing at Work (KS)* and the *Feelings and Attitudes against Gossip (FA)* (.226**). With this it's understood that as the feeling betrayed and hatred feelings and complains, sharing and punishment attitudes increase the workers' knowledge sharing increases too. H3 hypothesis is also approved.

There is a negative and weak relationship between the *Feelings and Attitudes against Gossip (FA)* and the *Corporate Reasons of Gossip (CR)* but there is a positive and weak relationship between the *Feelings and Attitudes against Gossip (FA)* and the *General Thoughts about Gossip (GT)*, and there's a positive and low relationship between the *General Thoughts about Gossip (GT)* and the *Corporate Reasons of Gossip (CR)*.

Result

The research is about identifying the perception towards gossip and the knowledge sharing in organizations with the factor analyses and the determination of the relationships between these factors. Depending on the research results; we acquired 4 sub dimensions that explain the research. The most important of all these sub dimensions is the *Knowledge Sharing at Work (KS)* factor. The research explanation percentage of this factor is 28.789. The research explanation percentage of the *Corporate Reasons of Gossip (CR)* factor is 15.785, *Feelings and Attitudes against Gossip (FA)* is 14.565, *General Thoughts about Gossip (GT)* is 8.947. The total research explanation percentage of all these factors is 67.576.

Depending on the results of our research, when the relationships between factors are being inspected, with being not too high, it's seen that there are meaningful relationships between gossip and rumor attitudes and knowledge sharing attitudes. It's understood that as a result of the correlation analysis result where the hypotheses are tested, all three hypotheses are confirmed. There is a positive relationship between the *Knowledge Sharing at Work* and the thought of gossip being negative, the thought of gossip being formed because of corporate reasons (hierarchical structure, not being equal and fair, unexpected promotions and rewards, weak management of internal conflict and motivation system failure) and the feelings against gossip (feeling betrayed and hatred) and attitude (complaint, sharing and punishment).

The basic idea we acquired by the analyses we made is, there is a weak relationship between knowledge sharing and the attitudes against gossip and rumor. The managers should not think of gossip and rumors as only a negative concept but consider it as it can be an addition to the

knowledge sharing. In order the research results to be more accurate, it must be increased towards different sectors and different groups.

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