

Original Article

The Role of Professional Ethics Components on Job Knowledge Sharing and Organizational Flourishing among Employees of the General Department of Sports and Youth in Isfahan Province

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Abstract

Background and Aim: The present research was designed and conducted to determine the role of professional ethics components in sharing professional knowledge and organizational prosperity of employees in the General Directorate of Sports and Youth in Isfahan Province.

Materials and Methods: This research employed a descriptive and correlational approach with fundamental objectives. Data were collected using a structured questionnaire in the field. The statistical population consisted of all employees of the General Directorate of Sports and Youth in Isfahan Province, a total of 296 individuals. Given the limited size of the statistical population, a representative sample was selected. Data analysis was carried out using SPSS.

Results: The results showed that the path coefficient of the relationship between attachment and interest in work on job knowledge sharing and flourishing were ($r=0.392$) and ($r=0.187$), respectively. The results of persistence and seriousness in job knowledge sharing and flourishing were ($r=0.123$) and ($r=0.222$), respectively. Healthy relationships on job knowledge sharing and flourishing were ($r=0.240$) and ($r=0.466$). Collective spirit and participation in work were ($r=0.256$) on job knowledge sharing and ($r=0.320$) on flourishing.

Conclusion: The study shows a positive and meaningful relationship between professional ethics, job knowledge sharing, and organizational flourishing of General Directorate personnel of Sports and Youth in Isfahan province.

Keywords: Professional ethics, Organizational flourishing, Knowledge sharing, Sports and youth administration

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Introduction

Organizations are constantly striving to encourage and enhance innovation and contribute to the growth and flourishing of their members. This process aims to create a supportive and stimulating environment for self-actualization and self-esteem. Self-esteem, as a necessary self-awareness, is a crucial factor in motivating individuals to exert effort and determine their capacity for self-direction and self-control (1). In the 21st century, the sustainability and development of organizations depend on alignment with rapid transformations and organizational expansion, as environmental changes make improvement and organizational flourishing inevitable in various situations (2). Organizational flourishing means improving organizational performance through educational processes and changing employees' attitudes and is related to developing the organization's internal capacity to achieve maximum effectiveness (3). This phenomenon has seen significant growth, especially in the past four decades, and has become a key topic in management training programs. Organizational flourishing is, in essence, recognizing the value of individuals in significant organizational efforts. Organizational flourishing involves providing conditions for the growth and development of organizations by nurturing people who work within the organization as its most valuable asset (4). Argyris and Gardner also emphasized the importance of rethinking and innovating in organizations and the need to adapt to new conditions and increase employee motivation (5). Organizational flourishing means creating the right conditions for the employees' growth and development and highlights the role of professional ethics as a significant factor in achieving this goal (6).

The sustainability of organizational knowledge is vital for the survival and competitiveness of any organization (7). An organization's success increasingly depends on effective and dynamic knowledge management. Successful knowledge management is closely related to employee behavior,

particularly knowledge sharing (8). The challenge of successful organizational management is to develop a sufficient system of knowledge management strategies, such as internal knowledge sharing, which addresses factors related to the dynamics of the organization's knowledge base (9). Therefore, to achieve optimal benefits from knowledge management strategies, organizations must encourage internal knowledge-sharing behaviors and maintain the appropriate culture to foster them (10). Recently, many organizations have realized the importance of knowledge sharing in the workplace, as they operate in a complex and highly variable environment. Knowledge sharing involves tasks and knowledge to address issues and generate new ideas or develop rules and guidelines (11). Knowledge sharing has become essential for organizations as it is a source of competitive advantage (12).

The increasing complexity of organizations and the rise in unethical, illegal, and irresponsible workplace behaviors have drawn managers' attention to work ethics and ethics management. Ethics management involves identifying and prioritizing values to guide behaviors within the organization's productivity and optimizing individual and group capacities within organizations (13, 14). Therefore, the professional ethics of employees is one of the impressive tools for increasing employee productivity and optimizing their individual and group capacities toward organizational goals. Professional ethics and adherence to ethical standards in organizations contribute to dynamism and efficiency and foster shared values (15). In academic and specialized fields, professional ethics have a crucial impact on improving employee performance and increasing job satisfaction (16). Zhang and colleagues (17) conducted a study titled "How and When Does Employee Mindfulness Affect Knowledge-Sharing Behavior?". This study examines the impact of employee mindfulness as a personal resource on their knowledge-sharing behavior. The study results indicate that employee mindfulness is directly related to their knowledge-sharing behavior. Ramazani Nejad (18) conducted a study titled "Examining the Impact of Organizational Culture on Organizational Effectiveness with the Mediation of

Knowledge Management" and demonstrated that organizational culture positively and significantly impacts organizational effectiveness and knowledge management. Moreover, knowledge management significantly influences organizational effectiveness. Ultimately, the study concluded that the effect of organizational culture on organizational effectiveness is both positive and significant, mediated through knowledge management. Thus, organizational culture impacts organizational effectiveness in sports directly and indirectly through the mediation of knowledge management. Similarly, Rahimi (19) explored the relationship between professional ethics and deliberate forgetting with organizational flourishing in the Sports and Youth Departments of West Azerbaijan Province. The study found a positive and significant relationship between professional ethics with deliberate organizational forgetting and organizational flourishing. In addition, professional ethics and deliberate organizational forgetting significantly resulted in organizational flourishing. Edwards (20) examined "Knowledge Sharing," an essential component of knowledge management within organizations. The study highlighted that knowledge sharing is a crucial factor in knowledge management that directly influences organizational innovation. It emphasized that focusing on three critical stages of knowledge sharing — identifying business processes, determining the type of knowledge to share, and evaluating the temporal and spatial consequences of knowledge sharing — can enhance organizational innovation. It suggests a systematic and context-aware approach to sharing knowledge can foster a more innovative and dynamic organizational environment. Sapta (21) investigated "The Role of Organizational Flourishing, Organizational Culture, and Job Satisfaction in Enhancing Organizational Efficiency During the COVID-19 Pandemic" and found that organizational culture significantly impacts organizational flourishing with a coefficient of 0.61.

Zhao (22) assessed the impact of knowledge management on innovation and found a positive relationship between knowledge management processes, such as knowledge acquisition, dissemination, responsiveness, and innovation.

Azimi *et al.* (23) explored the impact of developments in knowledge management and organizational adaptability on three main dimensions of organizational performance (internal performance, customer performance, and learning and growth). The study revealed that knowledge management and its development, given the continuous advancements in the field, are influential factors in organizational performance, improving customer learning and performance, and are deemed essential. The results indicated that advancements in knowledge management positively and significantly affect internal performance, customer performance, and learning and growth processes. Abbas (24) investigated knowledge management and innovation while focusing on the role of organizational climate and structure. The study aimed to understand how organizational climate and structure influence knowledge management and innovation from the perspective of social networks and social capital. The findings revealed that knowledge management has a direct relationship with organizational innovation. The supportive climate, decentralization, integration, and informal organizational structures moderate the effect of knowledge management on organizational innovation. Additionally, organizational climate and structure affect knowledge management, and both innovation and organizational climate are positively related to knowledge management.

Anwar (25) conducted a study titled "The Impact of Organizational Flourishing on Organizational Efficiency" and found a significant relationship between organizational flourishing and organizational efficiency. The study revealed that the components of organizational flourishing account for 35.2% of the variance in organizational efficiency, with (27.2%) supervision being the most influential component. Alhushadi (26), investigating the role of organizational citizenship behavior in mediating the effect of efficiency on organizational performance in the Saudi Arabian gold industry, found a significant relationship between efficiency and organizational performance. Golden (27), in a study titled "Examining the Relationships between Transformational Leadership and Employee Creative Performance: Moderating Effects of Organizational Culture," identified a significant relationship between organizational

efficiency and organizational culture, with organizational culture accounting for the 61% predictions of organization efficiency. Zartoshtian (28) conducted a study entitled "The Effect of Organizational Culture on Productivity with the Mediating Role of Creativity and Innovation," which found that organizational culture positively and significantly affects human productivity, innovation, and creativity. Additionally, creativity positively influences innovation, while innovation and creativity positively impact human productivity.

Lam et al. (29) explored the relationship between organizational culture, knowledge management, and innovation capability. Specifically, this study analyzed how organizational culture and knowledge management affect innovation capability in IT sector companies. The results indicate that organizational culture and knowledge management significantly influence innovation capability, and improvements in these factors can lead to increased innovation and sustainable growth within companies.

Some dimensions explaining the consequences of professional ethics include healthy and humane relationships in the workplace, attachment and interest in work, diligence and seriousness in work, and a collective spirit and participation in the workplace. This research examined the role of professional ethics components in job knowledge sharing and organizational flourishing among employees of the General Directorate of Sports and Youth of Isfahan Province.

Methods

This research is fundamental in terms of objective and descriptive in terms of data collection, categorized under correlational studies. Data collection was conducted through both fieldwork and library research. The statistical population of this study includes all employees of the General Directorate of Sports and Youth in Isfahan Province. According to the latest inquiry from the personnel department, the population size was reported 296 individuals. Given the limited size of the population, the sample size was considered equal to the population size.

Three questionnaires were used in this study:

1- Knowledge Sharing Questionnaire, developed by Andravina and Govindaraju (30), consists of 16 questions and is scored on a 5-point Likert scale. Its reliability, using Cronbach's alpha coefficient, was reported as 0.906.

2- Petty's Professional Ethics Questionnaire, based on Gregory et al. (31), covers four dimensions of professional ethics: attachment and interest in work, perseverance and seriousness at work, healthy and humane relationships in the workplace, collective spirit and participation in work, and includes 23 items. The responses are scored on a 5-point Likert scale [TES1]. In this study, the reliability of the questionnaire, using Cronbach alpha, was obtained at 0.76.

3- Organizational Flourishing Questionnaire, developed by Aghamolai (32), is scored on a 5-point Likert scale. Content validity of the questionnaire was assessed by experts and the reliability was measured by Cronbach's alpha. Agha Maleki obtained the content validity of the organizational flourishing questionnaire with a value of 0.82.

Questionnaires were distributed to respondents and collected upon completion for data collection. By descriptive statistics, the raw scores were described, categorized, and organized by calculating the mean and standard deviation. Statistical methods, such as Cronbach's alpha, were used to measure reliability coefficients, the Kolmogorov-Smirnov test for normality, exploratory factor analysis, and path analysis to test the hypotheses. Statistical operations were performed using SPSS version 23 and structural equation modeling through AMOS version 23. Excel 2010 was used to create charts, and tables were designed in Word version 2010.

Results

Descriptive statistics using SPSS version 22 were used to analyze the collected data. Statistical indicators were then used to analyze the collected data based on statistical indicators such as mean, skewness, and other measures to evaluate their status according to these statistical indicators. Then, inferential statistics were used. In the inferential statistics section, structural equation modeling (SEM) and the Smart

PLS were employed to test the research hypotheses and analyze the overall fit of the theoretical model. To better understand the nature of the research population and to become more familiar with the research variables, the data were described prior to statistical analyses. The demographics of the participants (gender, age, education, etc.) are shown in Table 1. Table 2 provides the descriptive statistics for all research variables. The chief indicators of the

central tendency and the dispersion - mean and standard deviation - are highlighted. According to the results, the variable of professional ethics exhibits the highest mean. Moreover, the mean values of all numerical variables exceed 3, indicating that respondents perceive these variables positively. Additionally, organizational flourishing shows the highest standard deviation, suggesting a high variability in responses for this variable.

Table 1. Demographic information of the samples

Work history				Education			Age			Gender			
> 15 years	11- 15 years	6- 10 years	< 5 years	Master's degree and above	Bachelor's degree	Post graduate	Diploma and below	> 35	31-35year	26-30year	25year -20	Female	Male
93	77	73	53	22	115	134	25	82	127	71	16	53	243

Table 2. Descriptive Statistics of Research Variables

Variable	N	Min	Max	Mean	Standard Deviation
Knowledge sharing	296	1.21	4.99	3.60	0.85
Professional ethics	296	1.34	5.00	4.17	0.86
Organizational growth	296	1.21	5.00	3.32	0.93

Inferential Data Analysis

After the descriptive data analysis, inferential data analysis was conducted. This stage involved testing the research hypotheses and examining the relationships between variables to provide deeper insights into the study's findings. This analysis includes hypothesis testing and the overall evaluation of the theoretical model using Structural Equation Modeling (SEM) through the Partial Least Squares (PLS) approach. The model evaluation process is divided into three stages:

evaluation of the outer model measurement, evaluation of the structural model and inner model, and review of the overall model fit. In the measurement model, the reliability and validity of the constructs are evaluated using criteria such as factor loadings. Factor loadings represent the strength of the relationship between latent variables and their respective indicators. A factor loading threshold of 0.4 is considered acceptable, and in this study, all factor loadings exceed 0.4, confirming the appropriateness of the selected indicators.

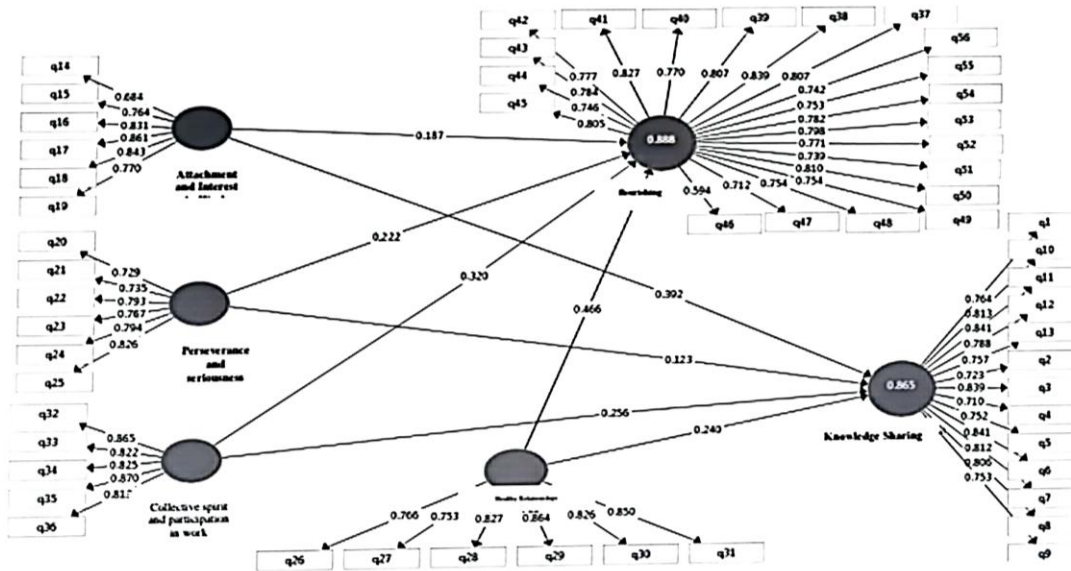


Figure 1. Research measurement model with standardized coefficients of factor loadings.

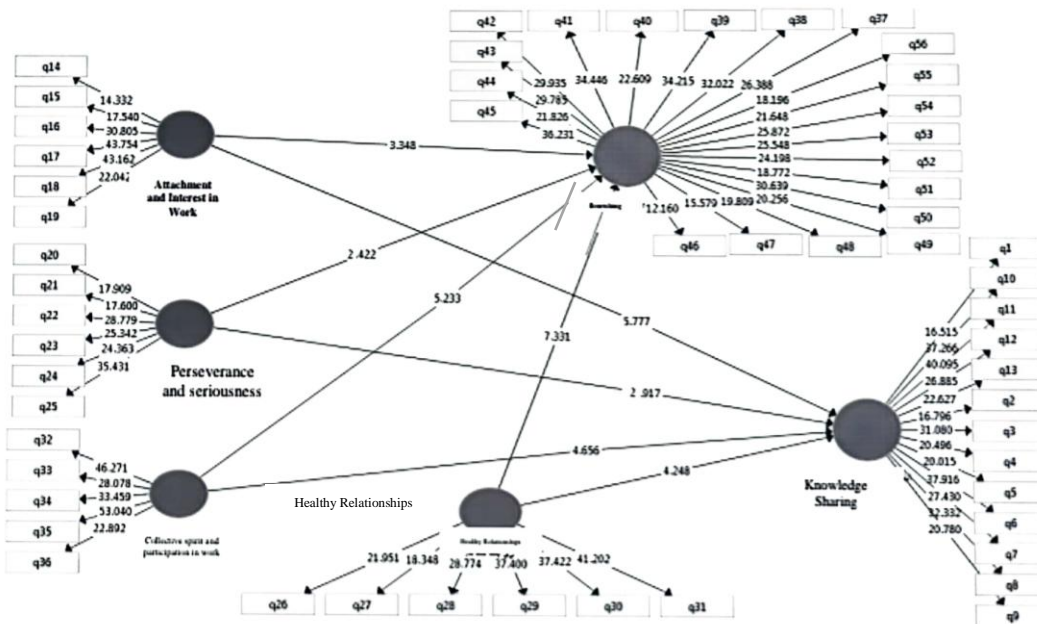


Figure 2. Research measurement model with T values

Table 3. Cronbach's Alpha, Composite Reliability, and Communality Values

Variable	Cronbach's Alpha ($\alpha > 0.7$)	Composite Reliability (CR > 0.7)	Communality ($c > 0.5$)
Knowledge Sharing	0.948	0.954	0.618
Flourishing	0.964	0.967	0.593
Attachment and Interest in Work	0.882	0.911	0.631
Healthy Relationships	0.889	0.922	0.655
Collective spirit and participation in work	0.895	0.923	0.705

Perseverance and seriousness	0.866	0.900	0.600
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Convergent and discriminant validity were examined to ensure the robustness of the measurement model. Convergent validity was confirmed by ensuring that the Average Variance Extracted (AVE) for each construct exceeded the minimum threshold of 0.5, indicating that the constructs adequately capture the variance of their respective indicators. Discriminant validity was examined by comparing the square root of the AVE values of each construct with the inter-construct correlations. A construct is considered to

have discriminant validity if the square root of its AVE is greater than the correlations it shares with other constructs. It ensures that each construct is distinct and measures what it is intended to, without significant overlap with others. The fit of the structural model was assessed using the criteria of R² (coefficient of determination) and Q² (predictive relevance). Based on the values obtained, the coefficient of determination R² indicates strong explanatory power.

Table 4. Average Variance Extracted(AVE) Calculation

Variable	Average Variance Extracted AVE>0.5
Knowledge Sharing	0.618
Flourishing	0.593
Attachment and Interest in Work	0.631
Healthy relationships	0.655
Collective spirit and participation in work	0.705
Perseverance and seriousness	0.600

Table 5. R²Coefficient of Determination and Q²

Variable	R ² (Coefficient of Determination)	Adjusted R ²	Q ² (Predictive Relevance)
Knowledge Sharing	0.865	0.862	0.348
Flourishing	0.888	0.885	0.412

Table 6. Summary of direct relationship results and significant coefficients of model assumptions

Path	Path Coefficient	Significant	TestResult
Attachment and Interest in Work – Job Knowledge Sharing	0.392	5.777	Confirmed
Attachment and Interest in Work – Employee Flourishing	0.187	3.348	Confirmed
Perseverance and seriousness - sharing business knowledge	0.123	2.917	Confirmed
Perseverance and seriousness – Employee Flourishing	0.222	2.422	Confirmed
Healthy relationships – job knowledge sharing	0.240	4.248	Confirmed
Healthy Relationships – Employee Flourishing	0.466	7.331	Confirmed
Collective morale and participation at work - sharing occupational knowledge	0.256	4.656	Confirmed
Collective morale and work participation - employee flourishing	0.320	5.233	Confirmed

Discussion

Descriptive statistics revealed that 82.1% of the study sample were male and 17.9% were female. The average age (1.42%) of the respondents was between 31 and 35. The highest frequency based on the educational level of the respondents was an associate degree, and in terms of work experience, the highest frequency was individuals with over 15 years of work experience. In the reliability test of the measurement instrument, the results indicated that

the reliability of the questionnaire was acceptable. The factor loading test was confirmed, as all factor loading coefficients were above 0.4, showing the appropriateness of this criterion. The convergent validity is accepted if all four convergent criteria are confirmed. Since the factor loading of each observable variable on its corresponding latent variable should be at least 0.1 higher than the factor loadings of the same observable variable on other latent variables, the model meets this criterion; therefore, the test of cross-loadings is validated.

According to the matrices presented earlier, the square

root of the average variance (AVE) extracted for all first-order variables is greater than the correlation between them, indicating adequate discriminant validity and a good fit for the measurement models. With the confirmation of this test, both conditions for accepting discriminant validity are satisfied; thus, the measurement model also possesses discriminant validity. With the validation of both convergent and discriminant validity, the validity and reliability conditions of the measurement model have been established. In the structural model fit section, the significance test of the path coefficients or the T-value indicated that the relationships among the constructs are at a 95% confidence level. In the structural model fit section, the R^2 value showed that the coefficient of determination for the variables was strong. Given that the calculated value for GOF (Goodness of Fit) was greater than 0.5, a strong fit is confirmed. The structural equation modeling test indicated that the relationship between the components of professional ethics moderates job knowledge sharing and organizational flourishing among employees.

Attachment and interest in work have a significant role in job knowledge sharing among the personnel of the General Directorate of Sports and Youth in Isfahan Province. The path coefficient between the two variables is 0.392, and the T-statistic for this coefficient is 5.777, higher than the significance threshold of 1.96. The result indicates that attachment and interest in work considerably impact the employees' willingness to share their job knowledge with others. Interest in work can improve communication and interactions among employees, fostering an environment where knowledge and experiences are easily shared. When employees are interested in their work, they are more likely to share their knowledge and experiences with others. Motivation is an internal state that makes a person carry out an activity. Other scholars claim motivation means the desire to work hard to meet the goals of an organization so that this effort addresses some individual needs. Beyond its role in protecting employees' psychological health, the psychosocial safety climate (PSC) may be considered a contextual factor that affects employee work motivation (33).

This could be due to intrinsic motivations to help

colleagues, improve organizational performance, and create a positive work environment. Knowledge sharing can contribute to the continuous development and improvement of work processes, leading to increased organizational productivity. The results of this study are consistent with the findings of Ramazani Nejad (18) and Edwards (20).

Attachment and interest in work also play a significant role in the employees' organizational flourishing of the General Directorate of Sports and Youth in Isfahan Province. The path coefficient between these two variables is 0.187, and the T-statistic for this coefficient is 3.348. Since the T-statistic is greater than the significance threshold of 1.96, it implies that the more employees are attached and interested in their work, the more their personal and professional functions increase. Human nature and behavior demand to fulfill its basic and universal needs. It is believed that all human behavior is driven by internal factors and is chosen to satisfy the individual's needs. Human beings tend to meet their needs instinctively. In other words, tangible incentives for all human behaviors are having good feelings as much as possible (34).

Interest in work can enhance employees' motivation and commitment, leading to improved performance and personal development. Attachment and interest in work create a stronger sense of belonging and satisfaction with their job, which, in turn, can motivate them to engage in learning, personal growth, and professional development. Additionally, passionate employees tend to demonstrate greater resilience in the face of challenges and display more creativity in problem-solving. Collectively, these factors lead to increased personal and professional flourishing. The results of this study are consistent with the findings of Rahimi (19) and Sapta (21).

Perseverance and seriousness significantly impact knowledge sharing among the General Directorate personnel of Sports and Youth in Isfahan Province. The path coefficient between the two variables is 0.123, and the T-statistic for this coefficient is 2.917, which exceeds the significance threshold of 1.96. This result shows that perseverance and seriousness in work positively impact job knowledge sharing. Employees who demonstrate perseverance and diligence are more inclined to share their knowledge and experiences with

others. These employees share their experiences and knowledge more effectively through informal training, work meetings, documenting experiences, or internal online platforms. Knowledge sharing from such employees can enhance organizational knowledge and skills, ultimately improving the overall organizational performance. The results of this study align with the findings of Zhao (22) and Azimi *et al.* (23).

Perseverance and seriousness also have a significant impact on the organizational flourishing of the employees of the General Directorate of Sports and Youth in Isfahan Province. The path coefficient between the two variables is 0.222, and the T-statistic for this coefficient is 2.422, above the significance threshold of 1.96. This finding indicates that perseverance and diligence in work can positively and meaningfully impact employees' flourishing. Employees who exhibit more perseverance and diligence are likely to achieve more success in their personal and professional growth. These individuals tend to be more eager to learn and improve their skills. They are also less likely to give up in the face of work-related challenges and are more inclined to seek creative solutions to problems. Perseverance and seriousness drive continuous development and progress, ultimately leading to personal and professional flourishing. The results of this study are consistent with the findings of Anwar (25).

Healthy relationships have a significant impact on the sharing of job-related knowledge among the employees of the General Directorate of Sports and Youth in Isfahan Province. The path coefficient for the relationship between the two variables is 0.240, and the t-statistic for this coefficient is 4.248, which exceeds the significance threshold of 1.96. This finding indicates that healthy and positive relationships among employees positively affect job knowledge sharing. Emotion-focused therapy focuses on underlying emotional schemas and interpersonal determinants of behaviors and aims to improve emotional processing (35). Good relationships and trust among employees can increase a willingness to share knowledge and experiences. Healthy and positive relationships among employees can help create an atmosphere of trust and collaboration. In such an environment, employees are more inclined to

share their knowledge and experiences, which can improve work processes, increase productivity, and enhance organizational knowledge. Positive and healthy relationships can increase employees' motivation to assist their colleagues and share knowledge. The results of this research are consistent with the studies by Azimi *et al.* (23) and Abbas (24).

Healthy relationships significantly affect the organizational thriving of the General Directorate employees of Sports and Youth in Isfahan Province. The path coefficient for the relationship between the two variables is 0.466, and the t-statistic for this coefficient is 7.331, which exceeds the significance threshold of 1.96. This result shows that healthy and positive relationships among employees significantly impact their thriving. Positive and supportive relationships can increase motivation and job satisfaction, thereby contributing to the employees' personal and professional development. Healthy and positive relationships among employees can enhance feelings of support, trust, and cooperation. These relationships can lead to increased motivation, job satisfaction, and commitment to the organization. In environments where positive and healthy working relationships prevail, employees are more inclined to engage in learning and personal and professional development. This can aid in the growth and development of employees, ultimately improving the overall performance of the organization. The results of this research align with the studies by Rahimi (19) and Al-Hashadi (26).

Collective morale and participation in work have a significant role in the sharing of job-related knowledge among the General Directorate employees of Sports and Youth in Isfahan Province. The path coefficient for the relationship between the two variables is 0.256, and the t-statistic for this coefficient is 4.656, which is far above the significance threshold of 1.96. This result shows that collective morale and participation in work have a positive effect on the sharing of job-related knowledge among the employees of the General Directorate of Sports and Youth in Isfahan Province. In work environments where group interactions and collaborations are encouraged, employees are more inclined to share their knowledge and experiences with others. This sharing can occur through work meetings, specialist groups, online

platforms, and other interactive methods. The nature of work has increasingly shifted towards utilizing talented specialist teams to solve complex problems (36). Group collaborations can help increase organizational knowledge and skills, thereby improving overall organizational performance. The results of this research are consistent with the findings of studies by Ramazani-Nejad (18) and Long Lam (29).

Collective morale and participation in work have a significant impact on the organizational thriving of the employees of the General Directorate of Sports and Youth in Isfahan Province. The path coefficient for the relationship between the two variables is 0.320, and the t-statistic for this coefficient is 5.233, which exceeds the significance threshold of 1.96. This finding shows that collective morale and employee participation in work can significantly affect their thriving. Contribution to decision-making and group tasks can help employees develop their skills and capabilities. In explaining the findings, we can say that participation in group tasks and collective decision-making can increase employees' sense of belonging and value. Such participation enhances employees' skills and knowledge by allowing them to share diverse perspectives and experiences. Group tasks provide more opportunities for learning and personal growth, which can, in turn, contribute to employee thriving. These results are consistent with the studies done by Golden (27) and Zartoshtian (28).

The recommendations derived from the research include holding regular meetings for knowledge sharing, creating internal platforms for knowledge exchange, encouraging innovation and idea generation, conducting training sessions and motivational workshops, implementing welfare and recreational programs, establishing clear career paths, promoting the documentation of experiences, organizing knowledge-based competitions and challenges, creating personal development programs, providing continuous feedback, linking rewards and incentives to performance, facilitating open and transparent communication, encouraging collaboration and mutual support, hosting informal gatherings, fostering a positive organizational culture, organizing social and recreational activities,

establishing support and counseling systems, forming specialized groups, utilizing online collaboration tools, conducting internal workshops and seminars, facilitating participation in decision-making, and holding regular team meetings.

Suggestions for future researchers include conducting further studies on the role of each component of professional ethics in job knowledge sharing and organizational flourishing and examining the organizational and environmental factors that influence the sharing of job knowledge and organizational flourishing.

Conclusion

The present study revealed that attachment and interest in work, perseverance and seriousness, healthy relationships, and collective spirit are key factors that contribute to job knowledge sharing and organizational flourishing among employees. These findings emphasize that creating a positive work environment, fostering motivation, and encouraging collaboration can enhance organizational performance and productivity. Therefore, establishing a work environment that prioritizes attachment and interest in work, perseverance and seriousness, healthy relationships, and group participation can increase job knowledge sharing and employee flourishing, thereby improving organizational performance and productivity. Therefore, paying attention to the components of professional ethics, job knowledge sharing, and organizational flourishing within the General Directorate of Sports and Youth in Isfahan Province can help enhance organizational performance, provide better services to the target community, and ultimately contribute to the development and progress of sports and youth in this province.

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Conflict of Interest

The authors declare that they have no conflict of interest.

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