Investigating the Relationship between Job Security and Knowledge Sharing Behavior with the Mediator of Organizational Culture in Ayandeh Bank

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Abstract

Knowledge sharing refers to extensive interpersonal interactions that cause knowledge and experience to be effectively and constructively distributed and absorbed. In this dynamic process, individuals are faced with difficulties, but instead, they benefit from the sustainable values of knowledge application. In order to create an effective knowledge sharing process, people should enjoy high willingness and ability and should be in appropriate job security. The present study is an analytical survey. The statistical population comprises 150 individuals from the staff of Ayandeh Bank. Sampling was conducted randomly. Data collection tool was in the form of questionnaires and data analysis was done by SPSS software. The research findings indicated that there is a significant relationship with the severity of ($p = 0.00$, $r = 0.51$) between organizational culture and knowledge sharing behavior. Further, a significant relationship with the severity of ($p = 0.00$, $r = 0.42$) exists between organizational culture and job security. Also, the results demonstrated that there is a significant relationship with the severity of ($p = 0.02$, $r = 0.32$) between knowledge sharing behavior and job security. Overall, the status of organizational culture and knowledge sharing is at an intermediate level from the viewpoint of the staff.

Keywords: Job security, knowledge sharing behavior, organizational culture, Ayandeh Bank

1. Introduction

Knowledge sharing is a key element in efficient and effective knowledge management programs (Riege, 2005). Purposeful knowledge sharing in organizations leads to faster individual and organizational learning, develops creativity and finally improves individual and organizational performance. Accordingly, organizations reinforce knowledge sharing and encourage their employees to it. Since people normally do what they tend to do, it is expected that individuals be interested in knowledge sharing when they find a positive tendency towards it (King, 2001). Knowledge sharing requires durable commitment, creativity and interactive learning processes. Thus, identification of the factors affecting people's tendency towards knowledge sharing is of great importance and organizations should pay special attention to this issue.

2. Factors Affecting Knowledge Sharing in Organizations

Individual factors are those factors that result from knowledge and experience, personality characteristics and interpersonal communications of the staff. For example, individuals with more relevant knowledge are likely to have greater ability in learning, integration and application of the shared knowledge. Knowledge acquisition, social recognition and trust are among the factors influencing collaboration within the organization. Further, the efficiency of sharing information and knowledge in organizations has been taken into consideration in many studies (Zhang et al., 2004).

On the other hand, organizational factors embrace those instances that are affected by organizational facilities and culture governing the organization. Building organizational confidence and boosting the spirit of trust among the employees have an effective role in knowledge sharing across the organization. Environment based on collaboration and cooperation also has a great impact on knowledge sharing process. In such environment, trust will grow and individuals will realize that knowledge sharing not only does not hurt them, but also it brings them many benefits (Yu et al., 2004).

Method, behavior and performance of management with regard to its ability in shaping the organizational structures and procedures associated with knowledge sharing and management in addition to fostering norms and values in this regard can effectively influence organizational knowledge sharing (Zhang et al., 2004).

Additionally, creating appropriate strategies for knowledge sharing, such as rewards and incentives, has an impact on the knowledge sharing process. In this respect, many researchers (Alavi & Leidner, 2001) emphasize the importance of types of reward systems in generating motivation among the staff to share their knowledge. Having enough time to attend knowledge sharing activities has been identified as an important factor.

3. Theoretical Foundations

3.1 Knowledge sharing

Among the issues in line with the implementation of knowledge management in organizations is the issue of knowledge sharing within the organization and between different organizations (Jaberi et al., 2013). Knowledge sharing is the behavior of the transfer of knowledge to colleagues in the communication process within or outside the organization and by knowledge, it means the knowledge that the individual has gained in the organization (Ji et al., 2009).

Knowledge sharing is a set of behaviors that involve the exchange of information with each other. When it is stated that someone is sharing his knowledge, it means that he guides another person using his own knowledge, insight and thoughts to strengthen the position of the said person. Besides, it is ideal for the individual who shares his knowledge to be aware of the purpose of the shared knowledge and its application and also the needs and information gaps of the person receiving the knowledge (Sarlak & Eslami, 2011).

Indeed, knowledge sharing consists of extensive interpersonal interactions that cause knowledge and experience to be effectively and constructively distributed and absorbed. In this dynamic process, people are faced with difficulties; but instead, they can benefit from sustainable values of knowledge application (Sheng, 2005).

In order to create an effective knowledge sharing process, individuals should enjoy high ability and willingness and should be in appropriate job security.

4. Organizational Culture

4.1 Concept of organizational culture

Organizational culture is an issue that has recently crept in knowledge management and realm of organizational behavior. Culture has long been used to describe the life quality of human society. But there has been less mention of the organizational culture of what is related to the work and behavior of people in the organization.

By combining two words of culture and organization, a new idea has emerged that none of these two words embraces this idea. Organization is a metaphor for discipline whereas the elements of culture are not disciplined and in order. Culture helps to speak about anything apart from technical issues in the organization and causes to create a kind of psyche together with mystery. Therefore, it can be said that culture in an organization is like personality in a human being.

Organizational culture is a phenomenon within the organization and all members agree that an unseen hand directs people to a kind of invisible behavior. Understanding what makes an organization's culture and the manner of its creation and durability help us better justify people's behavior within the organization (Atafar, 1996).

4.2 Definition of organizational culture

The meaning of organizational culture is a system of common perception that members have towards an organization and this feature differentiates one organization from another. Chris Argyris considers organizational culture as an alive system and defines it in the form of the behavior that people actually show, the way based on which they truly think and feel and the manner of their behavior towards each other.

According to another researcher, organizational culture is the common thinking of an organization's members that differentiate them from another organization. This scholar writes that despite the fact that there is no single definition of organizational culture, it can be said that all those who have studied in this area agree that culture:

- is a whole that is greater than the sum of its parts;
- reflects the organization's history;
- is associated with the study of anthropology such as customs and institutions;
- has been formed by people who constitute an organization;
- its movement is slow and hard;
- its change hardly occurs (Atafar, 1996).

According to the aforesaid definition, it can be concluded that almost all researchers consider organizational culture as a set of shared values, beliefs, opinions, assumptions and norms governing the organization. In fact, organizational culture refers to what is taught to newly arrived members as a proper phenomenon and represents the unwritten and tangible part of the organization.

4.3   Job security

Job security has two objective and subjective dimensions. Objective dimension refers to the absence of threatening factors within the organization and subjective dimension indicates the feeling and perception of non-existence of barriers to employment in present and future. Job security is defined as the feeling of having a suitable job and making sure of its continuity in the future and absence of factors threatening the suitable working conditions in that job. If a person feels that he has a suitable job and makes sure to continue working in that job by the end of his career and not to be threatened by other individuals or factors for appropriate performance of the roles and job tasks, then he has job security. A sense of job security is a condition in which the result of a person's assessment of individual, organizational and environmental circumstances leads him to the conclusion that no special factor threatens his job security and he can make sure of the continuity of his employment in present and future. An individual's assessment of the threating factor and a feeling of weakness and helplessness in the face of threats are two determining elements in job insecurity. That is, when an individual evaluates the threatening factors and the nature of the threat as severe and does not have the ability to deal with them or does not feel this ability within himself, he will be affected by more severe degrees of job insecurity. In other words, job security is to guarantee the establishment of employment relationship of an individual with the organization (Alvani, 2000).

5.   Research Background

Hosein Qolizadeh (2004) in a study investigated the relationship between organizational culture and knowledge management process in Mashhad Ferdowsi University. In this research, two questionnaires on knowledge management and organizational culture were used. Based on the obtained results, there is a significant relationship between organizational culture with internalization, externalization and composition. But this relationship with socialization is not significant. Organizational culture in Ferdowsi University has led to exacerbated phenomenon of individualism and competitiveness among managers.

In a study, Karami (2005) examined the relationship between organizational culture and establishment of knowledge management in Bahman Motor center and then assessed the status of organizational culture in this center. The research results demonstrated that individual autonomy and giving independence to people have an important role in the acquisition and development of knowledge and organizational culture has a strong and effective relationship with knowledge management. Since the status of organizational culture in Bahman Motor center is relatively good, it has been recommended that useful and effective cultural indicators in relation to knowledge management be maintained and unfavorable and ineffective indicators be changed or modified, through the management of changing the organizational culture.

Pazhouhan (2008) in a study investigated the relationship between organizational culture and establishment of knowledge management in Faculty of Management in Tehran Islamic Azad University. The target population included all headquarters staff and faculty members in Faculty of Management in Tehran. The findings indicated that a significant relationship exists between organizational culture and its components.

Amin Mozaffari et al. (2008) conducted a study entitled "Examining the relationship between organizational culture and leadership styles in universities" and came to the conclusion that there is distance between current and ideal organizational culture of faculty members. Faculty members believe that they work in a space which has the following cultural characteristics: Tendency towards sustainability, official rules and policies, coordination and efficiency, goal-orientedness and emphasis on outcomes. However, by examining the faculty members' responses to the questionnaires, it was revealed that their ideal organizational culture includes flexibility, freedom of action, cooperation, development of human resources, innovation and creativity, risk-taking, professional growth and acquisition of professional knowledge and skills. Additionally, data analysis showed that the effectiveness of management skills is high when there is conformity between organizational culture and leadership style and management skills.

In a study, Holowzki (2002) examined organizational culture and knowledge management in the University of Oregon. The method of this research is content analysis such that all the studies performed on organizational culture and knowledge management in the period between 1998 and 2000 have been investigated and then, strategies of the content analysis of cultural factors that support knowledge management have been extracted from these studies. The results of this research demonstrated that the role of knowledge management in obtaining competitive advantage is as important as the role of organizational culture in defining and determining the organizational strategy. Organizational culture is complex and multi-dimensional and consists of many factors. These factors should be considered in relation to each other. Costly procedures based on technology are not solutions for knowledge management, but focus on organizational

culture and its ability to create an environment for producing and sharing knowledge is the main key to knowledge management.

Balthazard and Cooke (2004) deeply and accurately studied organizational culture and knowledge management and carried out a research entitled "Organizational culture and knowledge management success: assessment of behavioral – executive continuum" in OCI (Organizational Culture Institute). Information list of the study has been completed by almost three million respondents around the world and has been translated to French, German, Japanese, Danish, Sweden and Icelandic language.

The results of this research have suggested that:

- Philosophy and high values of the organization have a role in the success or failure of knowledge management.
- Existence of specific and flexible procedures and structures and formation of work teams can increase the amount of willingness for organizational learning and effort management processes.
- Organizational culture greatly influences the expectations and behaviors of individuals. Some of them can lead to non-constructive debate and prevent the creation and exchange of knowledge management network.
- Understanding the organizational culture is crucial for those who design knowledge management strategy since organizational culture affects both the flow of knowledge necessary for knowledge management design and full cooperation and commitment of the members to knowledge management.

5.1 Research hypotheses

1- There is a significant relationship between organizational culture and knowledge sharing behavior.
2- There is a significant relationship between organizational culture and job security.
3- There is a significant relationship between knowledge sharing behavior and job security.

5.2 Research method and data collection tool

Since the research results can help to improve the existing conditions and to select practical decisions, this research is an applied study. Also, it is a correlational study because it investigates the relationship between the three variables of "organizational culture", "job security" and "knowledge sharing".

The target population of this research included all the staff of Ayandeh Bank (manager and employee) who amount to 150 individuals. To determine the sample size, stratified random sampling method was employed. The sample size is 90 people.

5.2.1 Data collection tool

A) Organizational culture questionnaire:
   Organizational culture questionnaire used in this research has been designed by Edgar Schein in 1997. It consists of 28 questions and examines 7 dimensions. In order to respond in this questionnaire, 5-point Likert scale has been used which includes: rarely, low, medium, relatively high and high.
B) Job security questionnaire:
   Job security questionnaire applied comprises 22 questions.
C) Knowledge sharing questionnaire:
   Due to the unavailability of adequate resources, a researcher-made questionnaire that has been previously provided by Pazhouhan (2008) in Tehran Islamic Azad University was used. The mentioned researcher has designed his questionnaire based on Lowson knowledge management questionnaire. This questionnaire includes 40 questions and evaluates 8 dimensions. In order to respond, 5-point Likert scale was applied which includes: very low, low, medium, high, very high.

5.2.2 Reliability and validity of the tool

In this research, Cronbach's alpha coefficient (or method) has been used in order to obtain the reliability of the questionnaires on organizational culture, job security and knowledge sharing. Cronbach's alpha coefficients were calculated using SPSS software, which were 0.79, 0.85 and 0.96 respectively for organizational culture questionnaire, job security questionnaire and knowledge sharing questionnaire. These values indicate the stability and internal consistency

of the questionnaire.

To obtain the test validity in this study, the test questions were examined by utilizing the comments and instructions of teachers and their ambiguities were removed. This indicates the acceptable content validity of the test.

6. Data Analysis and Presentation of Research Findings

6.1 Descriptive statistics

According to the findings achieved, 40% of the participants were single and 60% were married. 17% of the subjects were female and 83% were male. Given that 92.5% of the respondents were below 40 years of age and 78% had lower than 10 years of experience and also 60% of the subjects had a bachelor's degree, it can be said that the organization partly uses young forces.

Table 1: The present status

Status		Frequency	Percentage
Organizational culture	Medium	80	88.9
	Strong	3	3.4
	Weak	7	7.7
	Total	90	100
Job security	Medium	83	92.2
	Strong	7	7.8
	Weak	0	0
	Total	90	100
Knowledge sharing	Medium	70	77.8
	Strong	5	5.6
	Weak	15	16.6
	Total	90	100

As can be observed in the table, 88.9% of the subjects have considered the level of organizational culture to be medium. 7.7% have evaluated it to be weak. Thus, it can be concluded that most of the participants believe that organizational culture in Ayandeh Bank is at a medium level. Additionally, 77.8% of the subjects have evaluated the level of knowledge sharing in this bank to be medium and 16.6% have stated that it is weak. Only 5.6% have reported strong knowledge sharing. So, most of the respondents believe that knowledge sharing in Ayandeh Bank is at a medium level. 92.2% and 7.8% of the subjects have evaluated the level of job security to be respectively medium and strong.

Hypothesis 1: There is a significant relationship between organizational culture and knowledge sharing behavior.

Table 2: Correlation coefficient between organizational culture and knowledge sharing behavior

Correlation coefficient		Knowledge sharing behavior
Organizational culture	Pearson	0.51
	Significance level	0.00
	Number	90

The main hypothesis test result suggests that a significant positive relationship exists between organizational culture and knowledge sharing. If P<0.05, the null hypothesis is rejected. That is, there is a relationship between the two components. Based on the results, studying the relationship between the indicators of organizational culture and main hypothesis testing revealed that there is a significant relationship with the severity of ($p = 0.00$, $r = 0.51$).

Hypothesis 2: There is a significant relationship between organizational culture and job security.

Table 3: Correlation coefficient between organizational culture and job security

Correlation coefficient		Job security
Organizational culture	Pearson	0.42
	Significance level	0.00
	Number	90

The main hypothesis test result shows that a significant positive relationship exists between organizational culture and job security. If P<0.05, the null hypothesis is rejected. That is, there is a relationship between the two components. Based on the results, studying the relationship between the indicators of organizational culture and main hypothesis testing demonstrated that there is a significant relationship with the severity of (p = 0.00, r = 0.42).

Hypothesis 3: There is a significant relationship between knowledge sharing and job security.

Table 4: Correlation coefficient between knowledge sharing and job security

Correlation coefficient		Job security
Knowledge sharing behavior	Pearson	0.32
	Significance level	0.00
	Number	90

The main hypothesis test result demonstrates that a significant positive relationship exists between knowledge sharing behavior and job security. If P<0.05, the null hypothesis is rejected. That is, there is a relationship between the two components. Based on the results, studying the relationship between the indicators of organizational culture and main hypothesis testing suggested that there is a significant relationship with the severity of (p = 0.02, r = 0.32).

7. Discussion and Conclusion

The findings achieved in this study indicated that according to the descriptive statistics, Ayandeh Bank enjoys organizational culture with average values. Besides, most of the respondents evaluated the status of knowledge sharing to be medium. The research findings reveal that in the employee's opinion, the status of organizational culture and knowledge sharing is at a medium level. Therefore, the necessary infrastructures must be provided and the studies performed by Moharramzadeh et al. (2008), Seyyed Javadin et al. (2010) and Keshavarzi et al. (2010) have mentioned the same matter. However, Seyyed Javadin et al. (2010), Tabibi et al. (2009) and McDermott et al. (2001) evaluated it as being lower. Hence, it seems that the organization should act in line with strengthening them. The results of this study regarding the significant relationship between organizational culture and knowledge sharing through statistics are consistent with the results obtained by Abdul Haq et al. (2012), Rahmati Asl (2012), Pastor (2011) Eslami et al. (2011), Beikzadeh et al. (2011), Amin Beidokhti et al. (2011), Keshavarzi et al. (1389), Alizadeh et al. (2010), Seyyed Javadin et al. (2010), Nikpour et al. (2010), Haqiqat Monfared et al. (2010), Hosein Qolizdeh et al. (2010), Yousefi, et al. (2010), Vaezi et al. (2009), Tabibi et al. (2009), Rahnavard et al. (2009), Goudarzi et al. (2008), Moharramzadeh et al. (2008) and Karami (2005).

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