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## ***Investigating the effect of Knowledge Sharing Behavior and Job Satisfaction: Evidence from Banking Sector***

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**Keywords:**

*Knowledge, Knowledge Sharing, Job Satisfaction, Banking Sector*

**ABSTRACT**

*The purpose of this research is to assess the impact of Knowledge Sharing Behavior on Job Satisfaction of employees working in the banking sector. The data was randomly gathered from respondents via self-administered questionnaire. The final sample was of 91 employees. Pearson Correlation and Regression procedures were applied to test the hypothesis. The results indicated that Knowledge Sharing Behavior was interconnected with a Job Satisfaction. On the other hand, it was also concluded that Knowledge Sharing Behavior positively predicts Job Satisfaction. The implication of this research reflects that organization should pay more attention to practices that can increase Knowledge Sharing Behavior of employees so as to strengthen employee's Job Satisfaction.*

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## **INTRODUCTION**

In today's dynamic environment, Knowledge Sharing Behavior (KSB) between employees within the organization is a critical factor in achieving competitive advantage (Wang & Noe, 2010) and this competitive advantage cannot be sustained without appropriate Knowledge Management Process (Bailey & Clarke, 2000). Knowledge has two types; one is explicit, that a person can codify, write, express in symbolic form and share with others (Alavi & Leidner, 2001; Jayasundara, 2008), the other one is the tacit knowledge, which consists of beliefs, conceptual cards, experience, crafts and skills (Jayasundara, 2008; Nonaka, 1994). The organizations that succeed in obtaining and distribution of these two types of knowledge enjoy success, innovation, great customer services and high market shares (Singh & Sharma, 2011). Knowledge by itself is not worthy in an organization until it is shared with others. So Knowledge Sharing (KS) is the willingness of employees to exchange information with others (King, 2009) and hence promotes job satisfaction in different settings (Kianto, Vanhala, & Heilmann, 2016; Trivellas, Akrivouli, Tsifora, & Tsoutsas, 2015).

Job Satisfaction (JS) is the positive or negative feelings of employees about their work (Brayfield & Rothe, 1951; Locke & Dunnette, 1976; Spector, 1997), which increases commitment (Bolon, 1997) and

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hence upturns organizational performance (Judge, Thoresen, Bono, & Patton, 2001). According to Social Exchange theory (Blau, 1964), positive behaviors of an organization such as KS have a direct impact on employees satisfaction (Brayfield & Rothe, 1951). Scholars have found that KSB is positively related to JS (Kianto et al., 2016; Singh & Sharma, 2011; Trivellas et al., 2015). KSB is positive feelings of an employee towards performing an extra-role behavior (Li, Yuan, Ning, & Li-Ying, 2015) and when this behavior develops, then it leads toward intrinsic motivation such as Job Satisfaction (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

In spite of increasing literature on KSB and JS, relatively very little research has focused on the path connecting these two variables. Most of the research work on linking KSB and JS is carried out in the developed countries (De Vries, Van den Hooff, & de Ridder, 2006; Kianto et al., 2016; Tong, Tak, & Wong, 2015; Trivellas et al., 2015) and very few studies are conducted in developing countries (Malik & Kanwal, 2018; Naz, Li, Nisar, & Rafiq, 2019) but none of the study was conducted in banking sector.

Therefore, there is a gap to be fulfilled by undertaking a survey on this phenomenon in banking sector of developing countries like Pakistan. The primary objectives of this study are to fill this gap by exploring the key aspects of KSB and JS, followed by determining the connection between dependent and independent variables of the study

The Banking industry performs a significant part in the country's financial growth. Swat is a remote location with few banks and less variation in bank choices. According to State Bank of Pakistan (SBP), the total number of banks working in Pakistan are 33 including public, private and for foreign banks. These 33 banks have a total of 13692 branches all over Pakistan till June 2018. Banking sector in district Swat are the major contributors in creating job opportunities and hence perform a major role in economic development of the area. The significance of this study is to highlight the KS in banking sector, with specific emphasis on KSB in relationship to JS. Furthermore, there is paucity of empirical studies examining KS in banking sector of Pakistan; hence this study will offer major contribution in the field of organization behavior in the form of application of KSB and JS phenomenon to banking sector.

## **Literature Review**

### **Knowledge Sharing**

Knowledge refers to the information, skills and experience an individual acquires in an organization (Serban & Luan, 2002). An organization considers knowledge an important strategic resource (Ipe, 2003) and the most precious asset to gain and maintain a competitive advantage (Bock, Zmud, Kim, & Lee, 2005) and innovation (Xie, Fang, Zeng, & Huo, 2016). For achieving the organizational goals knowledge shall be share with groups and the whole organization in order to achieve the objectives of the organization, effectively and efficiently (Nonaka, 1994). The knowledge sharing behavioral theories express that every organization shall encourage KSB and concentration among their employees in order to empower an individual employee to take precise decisions for long term sustainability of their organization (Dong, Bartol, Zhang, & Li, 2017; Kim & Park, 2017).

Knowledge sharing is the process of mutually exchanging knowledge among giver and receiver, and is a synergistic collaboration of individuals and groups working towards a common goal (Boland Jr & Tenkasi, 1995; Van Den Hooff & De Ridder, 2004). In other words, KS is the transfer and discrimination of information and expertise, sharing suggestions and ideas that occurs through simple or multiple sources of communication among individuals, groups or organizations (Alavi & Leidner, 2001; Bartol & Srivastava, 2002). According to Ryu, Ho, and Han (2003) it is a people to people process, where one's share the acquired valuable knowledge with other colleagues within the organization. Cummings (2004), further added that knowledge sharing can be done through written correspondence or face-to

face communication by developing a link with experts or documenting, organizing and capturing knowledge for others. In nut shell KS is an individual willingness to share their valuable knowledge with others (King, 2009).

### **Job Satisfaction**

Job satisfaction is a well-known and well researched area in organizational behavior and is considered as a matter of great interest in social sciences (Diaz-Serrano & Cabral Vieira, 2005). It is the level to which an individual likes his/her job (Spector, 2008). It reveals that how an individual feels about his/her job and it is use as a sign of emotional well-being of employees (Spector, 1997). The perception about JS varies from situation to situation (Fritzsche & Parrish, 2005) from the collection of feelings and beliefs of an individual called affective job satisfaction (Perrachione, Rosser, & Petersen, 2008; Thompson & Phua, 2012) to the cognition that employees have about the various aspects of their job (Moorman, Niehoff, & Organ, 1993).

Nash and Bernstein (2008) said that there are three integral components of JS. The first one is the emotional component, which is a one's job associated feelings like boredom, acknowledgement, anxiety and excitement. The second one is the cognitive component including employee's perception that whether job is reputable, mentally challenging and demanding as well as rewarding. The third one is the behavioral component that refers individual's actions linked to his / her work like feeling tiredness, lethargy, falsifying illness in order to avoid work. Employees who are satisfied from their jobs always inclined to low absenteeism, keep high quality by doing few mistakes, more productivity and stay longer with organization and have an important role in enhancing commitment of employees with organization (Bolon, 1997; Sánchez-Beaskoetxea & Coca García, 2015)

In addition to the above, JS is also an important employee's attitude and can be seen more prominent in the content theories, process theories and situational theories. Employees can be seen more satisfied when their social belongingness, self-esteem and self-actualization (Maslow, 1943) and growth needs are met (Herzberg, 1974). Quarstein, McAfee, and Glassman (1992) added that employee's satisfaction can be enhanced by the product of situational factors including situational occurrence and situational characteristics. Adams (1965) equity theory proposes that JS can arise from both situational and personality factors, where employees believe that their work will lead them to high performance and in return will get rewards.

Empirical evidences have revealed that job satisfaction is not only vital for employees but also for organization. Grant, Fried, and Juillerat (2011) conducted a survey on bank managers found that people working as teller were very dissatisfied from their jobs, because of the boring, micromanaged jobs, disregarding in low and higher level managerial activities and considering themselves as "just glorified clerks". The bank came to know about this dissatisfaction of employees and have redesigned teller job by giving them more responsibilities, added more diversity of skills, autonomy and authority, and by hence the bank accelerated its overall performance. The employees this dissatisfaction was because of lack of satisfaction (Herzberg, 1968). When these employees were satisfied by redesigning of their jobs, converted their lack of satisfaction into satisfaction in the form of staying longer and improving organization performance (Judge, Bono, Erez, & Locke, 2005).

### **Relationship between Knowledge Sharing Behavior and Job Satisfaction**

Studies on Knowledge Management and workplace outcomes show that JS of an employee is strongly effected by KSB of an organization (Bontis, Richards, & Serenko, 2011). In literature, KSB and JS are found connected together for achieving organizational objectives (Jacobs & Roodt, 2007; Rafique & Mahmood, 2018). For example, Singh and Sharma (2011) conducted a survey of project managers,

consultants, team members, designers and researchers, who were working in telecom companies and found that KSB significantly affect employee's satisfaction. Rehman, Mahmood, Salleh, and Amin (2011) have indirectly linked JS with KSB bases that job satisfaction is significantly associated with commitment (Karatepe & Tekinkus, 2006) and commitment is positively linked with KSB (Jacobs & Roodt, 2007). Furthermore, Kianto et al. (2016) also confirmed a significant positive relationship between KSB and JS among a sample of 824 individuals working in municipal organization of Southeastern Finland. Hence, KSB plays an important role in JS of employees (Lin, 2007) and success of an organization (Engström, 2003; Ismail, Nor, & Marjani, 2009).

Many studies have been carried out on KSB and JS relationship in different settings, such as Chang and Lee (2007) have studied Knowledge Management Practices impact on JS in a setting of electric wire company in Taiwan, Almahamid, Awwad, and McAdams (2010) studied KSB impact on JS in manufacturing companies in Jordan, Kianto et al. (2016) conducted a survey of 824 employees in Finland, Trivellas et al. (2015) studied the same relationship on individuals working in accounting firms in Greece. All of these studies have confirmed significant association between KSB and JS. In view of the previous literature and a series of arguments based on empirical studies in various organizations, this research extends the KS and JS relationship to Banking Sector. Therefore, for the present study the following hypothesis is generated:

H1: Knowledge sharing behavior of employees working in banking sector is positively related with Job Satisfaction.

## **Methodology**

Quantitative techniques were incorporated to explore the relationship between KSB and JS. A total of 100 self-administered questionnaires were distributed among the employees working at middle level in different banks situated at district Swat. A total of 95 questionnaires were received back, out of which 91 were suitable for further process, while the rest were having more than 50 percent missing data and thus were discarded.

## **Population and Sampling**

According to Development Statistics report 2017 of Khyber Pakhtunkhwa, a total of 100 scheduled banks operating in District Swat. State Bank of Pakistan reported that Allied Bank, Habib Bank, Muslim Commercial Bank, National Bank Pakistan and United Bank are the major banks operating in all over Pakistan. In Mingora Swat, fifteen branches of these five major banks are currently operating. The total population of respondents working in these fifteen branches is approximately 137. Therefore, the sample size for this study was taken 100 as per sampling formula adopted from Krejcie and Morgan (1970). The simple random sampling technique was applied, where each person is equally likely to be chosen thus reducing the likelihood of bias in information analysis (Moore, McCabe, Duckworth, & Sclove, 2003) and also does not include any division of population into different sub-populations in terms of either stratum or cluster, thus eliminating the potential for classification errors (Cavana, Delahaye, & Sekaran, 2001).

## **Research Instruments**

Knowledge Sharing Behavior was measured with a scale adopted from Almahamid, McAdams, and Kalaldehy (2010), whereas the scale adopted from Brayfield and Rothe (1951) was used to measure Job Satisfaction of employees working in banking sector. This measure of JS was referred as most scientific for measuring employees satisfaction for both academicians and practitioners (Judge, Scott, & Ilies,

2006; Saari & Judge, 2004). A five-point Likert scale ranges from '1 – Strongly Disagree' to '5 – Strongly Agree' was used to measure both KSB and JS.

## Analysis

Adequacy of the sample was assessed by Kaiser-Meyer-Olkin (1974) test in order to support the running of factor analysis. The results of Kaiser-Meyer-Olkin (KMO) shown in Table 1, have a value of .785, which is more than the recommended value of .60 (Kaiser, 1974). The Bartlett's Test of Sphericity result is significant and hence both KMO and Bartlett's Test results show sufficient variation in the data to carry on factor analysis.

**Table 1: KMO and Bartlett's Test**

| <b>KMO</b>                    | <b>Measure of Sampling Adequacy.</b> | <b>.785</b> |
|-------------------------------|--------------------------------------|-------------|
| Bartlett's Test of Sphericity | Approx. Chi-Square                   | 510.776     |
|                               | Df                                   | 66          |
|                               | Sig.                                 | .000        |

The normality of study variables was checked by Skewness and kurtosis shown in Table 2. The values of normality test are ranging within acceptable range of  $\pm 2$  (Tabachnick & Fidell, 2007). In order to statistically validate the instrument, an exploratory factor analysis was applied. No factor loading was found below .40; hence all the factors were kept for further analysis as mentioned in Table 2. The Cronbach's alpha reliability test was used to determine the internal consistency of the constructs of the present study. According to Hair, Black, Babin, Anderson, and Tatham (2009) the minimum acceptable value for alpha is 0.70 and hence our results of alpha value are .75 and .85 for KSB and JS respectively. Therefore, it can be seen that the KSB and JS scales being adopted in this study have a great internal consistency and reliability, which are in line with studies of Judge et al. (2005) for JS with an alpha value of .89 and Almahamid, Awwad, et al. (2010) who calculated Cronbach's alpha value of .86 for KSB.

**Table 2 Descriptive Results, Factor Loading and Reliability**

| <b>Description of Item</b> | <b>No. of Items</b> | <b>Skewness</b> | <b>Kurtosis</b> | <b>Extraction / Factor Loading</b> | <b>Cronbach's Alpha</b> |
|----------------------------|---------------------|-----------------|-----------------|------------------------------------|-------------------------|
| Job Satisfaction           |                     |                 |                 |                                    |                         |
| JobS1*                     |                     |                 |                 | .999                               |                         |
| JobS2                      |                     |                 |                 | .729                               |                         |
| JobS3                      | 5                   | -.879           | .534            | .778                               | .857                    |
| JobS4                      |                     |                 |                 | .739                               |                         |
| JobS5                      |                     |                 |                 | .839                               |                         |
| Knowledge Sharing Behavior |                     |                 |                 |                                    |                         |
| KnoSB1**                   |                     |                 |                 | .496                               |                         |
| KnoSB2                     |                     |                 |                 | .488                               |                         |
| KnoSB3                     | 7                   | -.627           | -.274           | .507                               | .759                    |
| KnoSB4                     |                     |                 |                 | .629                               |                         |
| KnoSB5                     |                     |                 |                 | .445                               |                         |
| KnoSB6                     |                     |                 |                 | .431                               |                         |
| KnoSB7                     |                     |                 |                 | .473                               |                         |

\*JoS: Job Satisfaction, \*\*KnoSB; Knowledge Sharing Behavior

## Sample Characteristics

The first section of the questionnaire was related to correspondence's background. The detail analyses of these five demographic characteristics of the correspondence are given in the following Table 3.

**Table 3: Review of the Basic Demographic Characteristics of the Study**

| Demographic Variables | Measures         | Frequency | Percentage |
|-----------------------|------------------|-----------|------------|
| Gender                | Male             | 84        | 92.3       |
|                       | Female           | 7         | 7.7        |
| Designation           | Clerical Staff   | 24        | 26.4       |
|                       | Officer Grade 1  | 27        | 29.7       |
|                       | Officer Grade 2  | 33        | 36.3       |
|                       | Officer Grade 3  | 7         | 7.7        |
| Qualification         | Higher Secondary | 42        | 46.2       |
|                       | Graduation       | 31        | 34.1       |
|                       | Post-Graduation  | 18        | 19.8       |
| Experience            | 1-5 years        | 13        | 14.3       |
|                       | 6-10 years       | 23        | 25.3       |
|                       | 11-15 years      | 20        | 22         |
|                       | 15-20 years      | 28        | 30.8       |
|                       | 20-25 years      | 7         | 7.7        |
| Marital Status        | Single           | 41        | 45.1       |
|                       | Married          | 50        | 54.9       |
| Total                 |                  | 91        | 100        |

## Hypothesis Testing

To examine the link between KSB and JS, first Pearson's Correlation Analysis was applied. Table 4, portrays the results of the correlation matrix. The results revealed that KSB and JS are significantly ( $p < 0.01$ ) and positively correlated ( $r = 0.539$ ) with each other. These results supported our hypothesis of interconnectedness of KSB with JS satisfaction of employees.

**Table 4: Correlation between KSB and JS**

|    |                     | JS     | KSB |
|----|---------------------|--------|-----|
| KS | Pearson Correlation | .539** |     |
|    | Sig. (2-tailed)     | .000   |     |
|    | N                   | 91     |     |

\*\* Correlation is significant at the 0.01 level (2-tailed).

As a single continuous independent variable was used by the researcher, therefore, regression analysis was performed to further confirm the positive relationship between KSB and JS. For the relationship between KSB and JS, the ANOVA test results of Regression test shown in Table 5, demonstrated the significance F-value equal to 36.418 at  $p < 0.05$ , which supports our study hypothesis by affirming that JS is significantly predicted by the score of employees on KSB behavior.

**Table 5: ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df | Mean Square | F      | Sig.              |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1     | Regression | 543.033        | 1  | 543.033     | 36.418 | .000 <sup>b</sup> |
|       | Residual   | 1327.077       | 89 | 14.911      |        |                   |
|       | Total      | 1870.110       | 90 |             |        |                   |

a. Dependent Variable: JS

b. Predictors: (Constant), KSB

The value of slope and intercept for KSB exhibits that how strong the relationship is. The constant value 4.506 and a slope of 0.549 of KSB regression line shown in the Table 6, below characterizes that a one unit increase in KSB can significantly predict a 0.549 units increase in employee's JS.

**Table 6: Coefficients<sup>a</sup>**

| Model |            | Unstd. Coefficients |          | Std. Coefficients | t     | Sig. |
|-------|------------|---------------------|----------|-------------------|-------|------|
|       |            | B                   | Std. Err | Beta              |       |      |
| 1     | (Constant) | 4.506               | 2.615    |                   | 1.723 | .008 |
|       | KSB        | .549                | .091     | .539              | 6.035 | .000 |

a. Dependent Variable: JS

The model summary is shown in Table 7. The 'R<sup>2</sup> value of 0.29 indicates that 29% of the variance in JS could be counted for employee's score on KSB.

**Table 7: Model Summary**

| Model | R                 | R <sup>2</sup> | Adj. R <sup>2</sup> | Std. Err of the Est. |
|-------|-------------------|----------------|---------------------|----------------------|
| 1     | .539 <sup>a</sup> | .290           | .282                | 3.86147              |

a. Predictors: (Constant), KSB

## DISCUSSION

The demographic analysis of this study exhibited a very low percentage of 7.7% for female respondents; it may be due to the culture, norms and male dominance in banking sector in Swat region of Pakistan. Results of the previous studies suggested that KSB and JS are positively correlated. Singh and Sharma (2011) indicated a positive correlation between KSB and JS, and predicted that KSB have very strong positive impact of R<sup>2</sup>=0.744 on JS. This difference in our results of R<sup>2</sup>= .290 may be due to difference in characteristics of industries. Singh and Sharma (2011) conducted their study in telecom setup while our study was conducted in Banking Sector, where the State Bank of Pakistan regularly circulate all the information on time to time and conduct trainings due to which most of the staff remain aware of the knowledge related to their jobs and operations. Studies of Almahamid, Awwad, et al. (2010) and Kianto et al. (2016) further confirmed that KSB significantly predict JS.

## CONCLUSION

The results of this study led to the conclusion that there is positive correlation between the dependent and independent constructs of the study. The Intra-organizational level Knowledge Sharing in banking has a significant effect on job satisfaction. This research validates a unique benefit of KSB for banking sector, supporting the opinions that knowledge sharing behavior is an essential driver for organizational success achieved through employee's job satisfaction (Andreeva & Kianto, 2012; Kianto et al., 2016). Therefore, on the basis of our study, it is concluded that

- There is a positive correlation between KSB and JS

- KSB significantly predict JS of employees working in banking sector

## Implications, Limitations and Recommendations

This research has adopted two valid instruments already tested and applied in developed countries and extended the application of these both scales to banking sector in developing countries. The reliability, validity and application of these instruments were tested by applying various valid statistical tools and thus added to the academic research by providing reliable instruments to be practice and applied in any academic research in the area of knowledge sharing and job satisfaction either in banking or any other services and manufacturing industry.

As knowledge sharing have a significant impact on job satisfaction, therefore, the practitioners and policy makers may focus more on to employees' willingness to share more knowledge. This willingness of sharing knowledge may be improved by providing opportunities for more learning, social interaction and mutual trust.

The limitations of the study are that the sample was male dominant, which bounds the generalizability of our study findings. In addition to this, the study has not considered the responses from top level administration, which might have different perception regarding KSB and JS. Furthermore, in future a large sample size may be selected to improve the validity and generalizability differences more thoroughly.

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