



Mediating Effect of Organizational Commitment between Job Security and Employee Knowledge Sharing Behavior in the Telecommunication Sector of Bangladesh

Sabrina Sharmin Nishat

Lecturer, Department of Business Administration in
Management Studies, Bangladesh University of Professionals
Dhaka, Bangladesh

Md. Anamul Haque

Assistant Professor, Department of Management Studies
Comilla University, Cumilla, Bangladesh

Farzana Tazin

Lecturer, Department of Business Administration in
Management Studies, Bangladesh University of Professionals
Dhaka, Bangladesh

ABSTRACT

The main purpose of the study is to determine how the Bangladeshi telecommunications sector can sustainably exercise its employees' knowledge sharing behavior in order to gain a competitive edge in the local and global marketplace through the mediating effect of organizational commitment between knowledge sharing behavior and job security. Data for this study has been collected using a questionnaire survey from 189 participants of which 162 were found to be fit for further analysis adapting the Partial Least Square method. Results of the study showed significant effect of employee perception of job security on their knowledge sharing behavior. Once more, job security showed a strong positive correlation with organizational commitment. For organizational commitment, knowledge sharing behavior were also found to be increased. To conclude, the mediating relation was also found to be significant in this study. Thus, it might be suggested that management of these telecommunication organizations require to be more considerate about increasing on employee knowledge sharing behavior in terms of knowledge collecting and knowledge donating which may help them to attain sustainable competitive advantage in the industry. Therefore, it is essential for the organization to ensure employee continuity in the workplace which may minimize their depression to contribute more.

Keywords: Job security, organizational commitment, knowledge sharing behavior, telecommunication industry, Bangladesh.

INTRODUCTION

Dominant research works in the field of contribution and significance of human assets in developing and upgrading their working organizations along with the employee community's

excellence stress on the prime factor that the key to growth of any group or community is the relentless effort to develop its human assets (Alam, Hoque, Ismail, & Mishra, 2013). The findings of researchers of human resources indicate that a worthy and expert set of employees can act a prime and ongoing stimulator in nurturing and developing communities and organizations. Henceforth, by understanding their requirements and figuring out paths to fulfilling requirements the respective authority can achieve organizational commitment from the employees (Part, 1999). It is a dearth need of the organizations in the current situation to withhold a dynamic, innovative and highly committed group of employees (Shagholi, 1999). Job security has a big impact on an organization's performance as well as the team's overall effectiveness and commitment. People lose optimism in the future when working for companies that offer insufficient job security, which affects their commitment and output (Mehrizi, 2016). People who are more emotionally attached place more significance on the company's objectives and achievements than they do on their own ambitions and aims. These feelings of emotional attachment motivate people to share their knowledge and insights with other employees (Schreurs, Hetty, Günter, & Germeys, 2012).

LITERATURE REVIEW

Job security

The certainty of a worker's continued employment as a result of the overall economic situation of the country is known as job security (James, 2012). It is worried about the possibility or likelihood of someone keeping their employment (Adebayo, & O., 2012). It talks about the chance that workers will remain at their occupations in order to avoid losing their jobs (Simon, 2011). Jobs without an indefinite contract or those whose duration cannot be reasonably guaranteed are seen as insecure. The staff reportedly doesn't have to worry about losing their jobs or being sacked from their current positions. Occupational activities and jobs have different levels of job security. Job security is the promise made to a worker that they will stay in their current position for as long as they want. It is a pledge made by a company or organization that its staff members will be retained for a reasonable amount of time without experiencing wrongful termination (Adebayo, & O., 2012). Numerous factors, including employment contracts, collective bargaining agreements, labor laws, and individual factors like education, work experience, job functional areas, industries, locations of employment, etc., are significant in determining the demand for a person's services and have an impact on that person's personal job security (Adebayo, & O., 2012). On the other extreme, a person's job security could be ensured by having the vital or necessary abilities and prior experience that employers demand, subject to the present business environment and economic climate (Adebayo, & O., 2012). Most people believe that particular professions and job types have good job security. For instance, employment in the public sector, such as those in education, healthcare, and law enforcement, are seen as being relatively secure. In contrast, occupations in the private sector are seen as having lesser job security, which may also depend on the sector, location, occupation, and other factors (Adebayo, & O., 2012).

Knowledge sharing behavior

In a dynamic, competitive market, knowledge may provide organizations with a long-lasting competitive advantage, making it the organization's most valuable strategic resource. Because it is believed to have a substantial impact on an organization's success, knowledge management deserves our attention. It is crucial to make it easier for people to create, share, and use information because it is the most crucial component of modern businesses (Ipe, 2003).

Knowledge sharing is distinct from knowledge transfer and knowledge exchange. Though "knowledge exchange" and "knowledge sharing" have frequently been used interchangeably, knowledge transfer refers to both the sharing and the acquisition of information sources. Transferring knowledge between various departments, organizations, and units is referred to as knowledge transfer (Wang & Noe, 2010).

Sharing knowledge within an organization boosts productivity and efficiency. In order for the organization to profit, employees are obliged to participate in knowledge-sharing activities. However, most often, people choose not to share their expertise and give personal reasons why. These arguments include a lack of faith in their coworkers and a fear of losing position or authority. Another factor can be the organizational structures that favor individual success over that of groups or teams. People feel they own their information because they are in constant control of it. They are unwilling to cede ownership of their information to others because they believe that doing so will result in them losing control over it (PIERCE, KOSTOVA, & DIRKS, 2002). People believe information is their personal psychological property because they acquire it, control it, or generate it; as a result, they desire to withhold it (Brown & Robinson, 2007).

Organizational commitment

Organizational commitment is the drive a worker has to feel a part of their employer. It was described by (Meyer & Allen, 1991) defined it as a psychological bond between a company and its employees, in which the latter are less likely to quit. The three types of commitment have been separated: affective, continuing, and normative. Affective, continuous, and normative commitment are the three forms. When a worker is emotionally invested in the company and is less likely to depart, that is when they are showing affective commitment. Continuous commitment refers to a worker's decision to stay after giving it some thought. Consequently, a worker's desire to remain and sense of belonging to the company where they work is founded on a psychological connection (Veličković, et al., 2014).

RESEARCH GAP

Job security and organizational commitment, as well as organizational commitment and knowledge-sharing behavior, are shown to be substantially connected in the research. While numerous studies in the literature indicate a beneficial association between job security and employees' knowledge-sharing behavior, contrarily, it has aided the opposite phenomenon. Given this fact, it is yet unknown which of the aforementioned conditions a growing nation like Bangladesh will experience. Furthermore, there is a dearth of credible research on organizational commitment as a mediating factor between employee knowledge sharing and job security in Bangladesh's telecommunications sector. This study is intended to explore the mediating role of organizational commitment between job security and employee knowledge sharing behavior in the Bangladeshi telecommunications industry, taking into account these two gray areas as research gaps.

HYPOTHESIS DEVELOPMENT

Job security and knowledge sharing behavior

Knowledge sharing is the term used to describe extended interpersonal contacts that lead to the successful and positive transfer of knowledge and expertise. Individuals encounter challenges in this dynamic process, but they gain from the long-term advantages of applying

knowledge. People need to be highly capable and willing, and they need to have proper job security in order to build a successful knowledge sharing process (Mehrizi, 2016). Henceforth, the following hypothesis may be formulated:

Hypothesis 1: Job security has positive influence on knowledge sharing behavior.

Job security and organizational commitment

Job security significantly influences the team's overall effectiveness and commitment, as well as the organization's performance (Akpan, 2013). Businesses with inadequate job security make individuals lose hope in the future, which has an impact on their commitment and performance. He confirmed that an employee is more likely to perform his work well and boost organizational commitment if he has high job security, which is reflected in the organization's overall success (Schreurs, Hetty, Günter, & Germeys, 2012).

Hypothesis 2: Job security has positive influence on organizational commitment.

Organizational commitment and knowledge sharing behavior

Organizational commitment can be seen in a person's identification with an organization, involvement in that organization, and level of loyalty to that organization (Hur & L. Perry, 2019). The person's attitudes, sentiments, and obligations toward the organizations are all parts of commitment. People who have higher levels of emotional attachment place more significance on the company's objectives and accomplishments than they do on their own objectives and aspirations (Iqbal, Muneer, Khan, & Long, 2014). They also prefer to impart their expertise and ideas to other workers termed as knowledge sharing (Rehman, Hafeez, Aslam, Maitlo, & Syed, 2020).

Hypothesis 3: Organizational commitment has positive influence on knowledge sharing behavior.

Organizational commitment as a mediator

Employees' sense of dedication ultimately drives them to share their expertise with other team members. When employees start sharing their expertise, it becomes much easier for organizations to promote a culture of knowledge sharing, enabling them to succeed over the long run and subsequently bring value to the organization (Li, Zhang, Zhang, & Zhou, 2017). Previous studies have shown that organizational commitment plays a key role in mediating the relationship between information sharing behavior and HRM practices, which promotes creative performance in businesses (Agarwala, 2003; Benkhoff, 1997; Thompson & Heron, 2005 and Yeung & Berman, 1997).

Hypothesis 4: The association between employee knowledge sharing behavior and job security is mediated by organizational commitment.

METHODS

Sample

This study aimed at including employees who were working in the telecommunication sector in Bangladesh. Data required for conducting this study has been collected in between February and April, 2022. Since the headquarters of the leading telecommunication service providers are located in Dhaka, it has been chosen as a suitable sampling frame. 460 questionnaires were purposely given out to the staff, and 189 of them were returned. Among these 189 questionnaires, 27 of them were deducted due to inconsistency or incomplete information. In total, 162 questionnaires were found to be fit for further data analysis with a response rate of

41%. Smith, Scammon and Beck (1995) approved that a rate of response as low as 30% can be treated as reasonable and validated for data analysis. Additionally, a sample size of 100 has been repeatedly justified by many to be adequate for analyzing using Partial Least Square method (Hair, Black, Babin, Anderson, & Tatham, 2010). Henceforth, the sample size of this study can now be easily taken into account for analysis.

Measures and data analysis technique

In this study, information sharing has been examined from two angles: knowledge donation and knowledge gathering. The participant's opinions on both sharing and acquiring information have been evaluated using a total of 10 item scales (Hooff & Ridder, 2004). Adapted from the 24 item-scale initially established by Meyers and Allen, the 8 item Organizational Commitment Scale measures organizational commitment and has been divided into three sub-groups: affective commitment, continuation commitment, and normative commitment (1990). On the other side, seven components from the Job Security Scale (JSS) created by Hellgren, Sverke, and Isaksson have been modified (1999).

In this study, information sharing has been examined from two angles: knowledge donation and knowledge gathering. The participant's opinions on both sharing and acquiring information have been evaluated using a total of 10 item scales (Hooff & Ridder, 2004). Adapted from the 24 item-scale initially established by Meyers and Allen, the 8 item Organizational Commitment Scale measures organizational commitment and has been divided into three sub-groups: affective commitment, continuation commitment, and normative commitment (1990).

On the other side, seven components from the Job Security Scale (JSS) created by Hellgren, Sverke, and Isaksson have been modified (1999). In this study, the dependent variable was measured using a 7-point Likert scale, whilst the independent variable and mediator were evaluated using a 5-point Likert scale. For conducting the data coding, analyzing descriptive statistics, and developing the demographic profile of the participants the quantitative tool Statistical package for Social Science (SPSS) has been utilized. Furthermore, to formulate the measurement and structural model of the research framework as per the proposed hypotheses of this study the quantitative software Partial Least Square (PLS 3.2.7) was used in this study.

RESULTS

The respondents of this study were the officers and senior officers working in the telecommunication sector. In the sample size, the respondents belonged to the age range 24 to 34 years and approximately 54% of the total respondents were male. Notably, 78% of the respondents were found to work in the telecommunication sector for more than 3 years. 84% of the respondents were graduates while 63% of them had completed their post-graduation as well.

Measurement Model

A confirmatory factor analysis (CFA) has been conducted in this study to confirm the reliability, convergent validity and discriminant validity of the model. In Table 1. The data set echoes that the value of all item loadings is higher than 0.5 while both AVE's and CR outcomes are predominantly higher than 0.5 and 0.7 respectively. Recommended by Hair et al. (2014). Among the values presented in this table, the lowest value of CR is 0.873, and that AVE is 0.521,

as stated for CDO. Henceforth, it can be concluded that the study confirms convergent validity by achieving the parameter for acceptability.

Table 1: measurement model

Constructs	Items	Item Loading	AVE	CR
Organizational Commitment	OC 1	0.825	0.793	0.925
	OC 2	0.886		
	OC 3	0.763		
	OC 4	0.893		
	OC 5	0.799		
	OC 6	0.866		
	OC 7	0.848		
	OC 8	0.813		
Job Security	Job Sec 1	0.768	0.521	0.873
	Job Sec 2	0.647		
	Job Sec 3	0.737		
	Job Sec 4	0.728		
	Job Sec 5	0.714		
	Job Sec 6	0.649		
	Job Sec 7	0.721		
Knowledge Sharing	KS 1	0.876	0.735	0.896
	KS 2	0.913		
	KS 3	0.825		
	KS 4	0.861		
	KS 5	0.900		
	KS 6	0.902		
	KS 7	0.827		
	KS 8	0.911		
	KS 9	0.901		
	KS 10	0.878		

Additionally, this study incorporated discriminant validity test by an empirical standard to reflect how each construct was different from others following Hair et al. (2014). This study has adapted Heterotrait-monotrait (HTMT) method suggested by Henseler et al. (2015) for the discriminant validity analysis. Henseler et al. (2015) has proposed any value ≥ 0.85 as the stricter criterion or value ≥ 0.90 as the lenient criterion. The present value was found supporting the limit of the stricter criterion of ≥ 0.85 . Therefore, the discriminant validity standard was justified (see Table 2).

Table 2: discriminant validity

	OC	Job Sec	KS
OC			
Job Sec	0.265		
KS	0.223	0.337	
Mean	3.61	4.67	3.72
S.D	0.66	0.87	0.69

STRUCTURAL MODEL

A structural model has been constructed developed by considering the hypothetical relationships among the variables. Following Table 4 and Figure 2, the path from organizational commitment to employee knowledge sharing behavior ($\beta = -0.165$, $p < 0.01$) illustrates a significant relationship. Moreover, the path from job security to organizational commitment presents a significant relation ($\beta=0.197$, $p < 0.01$) as well. To conclude, the paths from job security to the outcome variable (knowledge sharing) signifies a substantial relationship having a value of ($\beta = 0.-0.273$, $p < 0.01$). Table 3 shows the presents a summary of the hypothesized relationships.

Table 3: result of direct effect

Direct Path	Std. Beta	Std. Error	t-Value	P-value	Decision
Job Security > Knowledge Sharing	-0.273	0.042	6.50**	0	Supported
Organizational Commitment > Knowledge Sharing	-0.165	0.046	3.57**	0	Supported
Job Security > Organizational Commitment	0.197	0.049	4.01**	0	Supported

This study examines the role that organizational commitment plays in modulating employee knowledge-sharing behavior. However, the data show that organizational commitment has a very significant mediation influence on job security and employee knowledge sharing behavior ($\beta= -0.031$, $p < 0.01$).

For the confidential interval's upper and lower limit values to have the desired mediation effect, Preacher and Hayes (2008) advised against including zero. The current study lends credence to this need to determine how organizational commitment affects employees' behaviors regarding information sharing and job security.

Table 4: result of indirect effect

Indirect Path	Std. Bet.	Std. Erro	t-Value	95% LL	95% UL	P-value	Decision
Job Sec > OC > KS	-0.031	0.011	2.87**	0.013	0.123	0.004	Supported

DISCUSSION

In the context of a developing nation like Bangladesh, the goal of this study is to investigate how employee knowledge sharing behavior is influenced by the impression of job security through the mediating role of organizational factors. Particularly, the effect of Job Sec on employees' propensity to share information through organizational commitment among the staff members holding the designations of Officers and Senior Officers in the four main companies in Bangladesh's telecommunications industry. The outcome of the study is congruence with the past studies on job security and organizational commitment and how the former can act as a significant predictor of the later variable. The first hypothesis on the connection between job security and knowledge sharing behavior is confirmed by the current study's findings. Earlier Mehrizi (2016) conducted a similar study considering job security, organizational culture and knowledge sharing which supported that job security directly impacts on employee knowledge

sharing behavior but inherently this tendency of sharing requires durable commitment on the part of the employees towards the organization.

The second hypothesis was also supported; job security can reinforce the organizational commitment of employees as the two are positively related. Similar results were also supported by the empirical analyses of C. P. Akpan (2013) and Hurr and Perry (2019) where employee perceptions of job security could be found as a strong predictor of organizational commitment. The result shows that when employees are concerned about the security of their job during COVID-19, they have a tendency to be less committed towards the organization under such circumstances. However, the results of the study eventually confirmed the third hypothesis as well. As recommended by Li, Zhang, Zhang, and Zhou in 2017, the current study's findings showed a significant connection between organizational commitment and information sharing behavior. In the present context of telecommunication industry, due to COVID-19 depressed front-line employees cannot psychologically engage themselves in the job with durable commitment that ultimately deteriorate their tendency of knowledge sharing.

The fourth and final hypothesis in this study proposed that organizational commitment mediates the relationship between job security and employees' knowledge-sharing behavior. The result confirmed the mediating role of organizational commitment, which is reliable with the previous study directed by Muneer, Khan and Long (2014) where organizational commitment could be dominantly found to act as a mediator for knowledge sharing behavior. Since job security increases organizational commitment (Günter, & Germeys, 2012) and this commitment evident increases employee performance (Rehman, Hafeez, 2020), the findings demonstrated that organizational commitment mediates the relationship between job security and employee knowledge sharing behavior.

In the present study, employee's perception of threatened job security was found to be a negative determining factor of knowledge sharing behavior which consequently that restricts the performance of the organizations in hotel industry as well. Moreover, reduced organizational commitment was found as intervening variable between job security and employee knowledge donating and collecting. Therefore, telecommunication organizations should ensure the job security of employees which will contribute to strengthen organizational commitment and ultimately improves their current level of knowledge sharing tendency.

CONCLUSION

This study aimed to determine how significantly job security influenced employee knowledge dissemination behavior through organizational commitment during COVID-19. It concludes that insecurity of job is significantly related with employee outcomes such as, knowledge donation and knowledge collection. Our findings enlightened the idea that when job security is not ensured, employee's knowledge sharing behavior remarkably reduces. Hence, management teams of the telecommunication organizations in Bangladesh can attain better knowledge management when employees perceive that their job is secured. Concisely, the dynamic and rigorously shifting telecommunication industry of Bangladesh should be more vigilant towards increasing employee perceptions of job security and organizational outcomes such as, increased performance, commitment and engagement to ensure a sustainable environment for employee knowledge sharing.

References

- Adebayo, I. O., & O., L. I. (2012, June). Entrepreneurship development and national job security.
- Akpan, C. (2013). JOB SECURITY AND JOB SATISFACTION AS DETERMINANTS OF ORGANIZATIONAL COMMITMENT AMONG UNIVERSITY TEACHERS IN CROSS RIVER STATE, NIGERIA. *European Centre for Research Training and Development UK*, 1(2), 82-93.
- Alam, G. M., Hoque, K. E., Ismail, L., & Mishra, P. K. (2013). Do developing countries need Education laws to manage its system or are ethics and a market-driven approach sufficient? *African Journal of Business Education*, 1(2), 25-34.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1-18. doi: <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Brown, G., & Robinson, S. (2007). Research Companion to the Dysfunctional Workplace: Management Challenges and Symptoms. *The Dysfunction of Territoriality in Organizations*. doi:<http://dx.doi.org/10.4337/9781847207081.00023>
- Hellgren, J., Sverke, M., & Isaksson, K. (1999). A Two-dimensional Approach to Job Insecurity: Consequences for Employee Attitudes and Well-being. 8(2), 179-195. doi:<https://doi.org/10.1080/135943299398311>
- Hooff, B. v., & Ridder, J. A. (2004). Knowledge sharing in context: The influence of organizational commitment, communication climate and CMC use on knowledge sharing. *Journal of Knowledge Management*, 8(6), 117-130.
- Hur, H., & L. Perry, J. (2019, May). Job Security Rule Changes and Employee Organizational Commitment. *Review of Public Personnel Administration*, 40(4). doi:10.1177/0734371X19842622
- Ipe, M. (2003). Knowledge Sharing in Organizations: A Conceptual Framework. *Human Resource Development Review*, 2,, 2, 337-359. doi:<https://doi.org/10.1177/1534484303257985>
- Iqbal, S. M., Muneer, S., Khan, S.-u. R., & Long, C. S. (2014). An Incorporated Structure of Perceived Organizational Support, Knowledge-Sharing Behavior, Organizational Trust and Organizational Commitment: A Strategic Knowledge Management Approach. *Pakistan Journal of Commerce and Social Sciences*, 8(1), 42- 57. doi:<https://www.researchgate.net/publication/262014473>
- James, G. (2012). How to achieve true job security. Retrieved from <http://www.inc.com/geoffrey-james/how-to-achieve-true-job-security.html>.
- Li, X., Zhang, J., Zhang, S., & Zhou, M. (2017, April). A multilevel analysis of the role of interactional justice in promoting knowledge-sharing behavior: The mediated role of organizational commitment. *Industrial Marketing Management*, 62, 226-233. doi:<https://doi.org/10.1016/j.indmarman.2016.09.006>
- Mehrizi, F. Z. (2016, May). Investigating the Relationship between Job Security and Knowledge Sharing Behavior with the Mediator of Organizational Culture in Ayandeh Bank. *Mediterranean Journal of Social Sciences*, 7(3), 1-6. doi:10.5901/mjss.2016.v7n3s2p161
- Meyer, J., & Allen, N. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89. doi:[https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Part, F. (1999). The relationship between job satisfaction and performance of boys in secondary schools of Torghabeh district. *M.A. Thesis*.
- PIERCE, J. L., KOSTOVA, T., & DIRKS, K. T. (2002, November). The State of Psychological Ownership: Integrating and Extending a Century of Research. *Review of General Psychology*, 7(1), 1-47. doi:10.1037//1089-2680.7.1.84
- Rehman, K. U., Hafeez, I., Aslam, F., Maitlo, Q., & Syed, A. R. (2020). The Mediating Role of Trust and Organizational Commitment in the Relationship between Strategic Human Resource Management and Knowledge Sharing. *Iranian Journal of Management Studies (IJMS)*, 13(4), 565-586. doi:10.22059/ijms.2020.281138.673632
- Schreurs, B., Hetty, I. v., Günter, H., & Germeys, F. (2012). A weekly diary study on the buffering role of social support in the relationship between job insecurity and employee performance. *Human Resource Management*, 51(2), 259-279. doi:10.1002/hrm.21465

Shagholi, R. (1999). Contributive management and its relationship with organizational commitment in girl public high schools at Mashhad 2 and 4 boroughs. *MA Thesis*.

Simon. (2011). What is job security and does it really exist? Retrieved from <http://www.simonstapleton.com/wordpress/2011/02/12/what-is-job-security-and-does-it-really-exist/>.

Veličković, V., Višnjić, A., Jović, S., Radulović, O., Šargić, Č., & Mihajlović, J. (2014). Organizational commitment and job satisfaction among nurses in Serbia: A factor analysis. *Nurs outlook. Science and Education*, 62(6), 415-427.

Wang, S., & Noe, R. (2010). Knowledge Sharing: A Review and Directions for Future Research. *Human Resource Management Review*, 20, 115-131. doi:<https://doi.org/10.1016/j.hrmr.2009.10.001>