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Correlations of Attitude to Avoid Sharing Risk and Trust with Informal Knowledge Sharing

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Abstract

Knowledge sharing is one of sub issues in knowledge management. This research aims to investigate the relationship among informal knowledge sharing, attitude to avoid sharing risk and Trust. The data collected from 439 respondents. Statistical power analysis was run to reject type 1 and type 2 statistical errors and to get practical significations on hypotheses test results. Instrument validity of this research tested using discriminant validity and convergent validity. Instrument of this research has good reliability score. This research use first order Partial Least Square (PLS) technique to test research model. Attitude to Avoid Sharing Risk have negative correlation with Informal Knowledge Sharing. Attitude to Avoid Sharing Risk have negative correlation with Trust. Trust has a positive correlation with Informal Knowledge Sharing. This research does discussion using descriptive data and individual character of respondents. This research use extraversion and openness to experiences, two of basic individual characters, to explain unsupported hypotheses. Two interesting findings are identified first respondent concern on sharing risk is one of key factors in informal knowledge sharing behaviors. Second, individual characteristics will influence overall sharing behavior.

Keywords: Attitude to avoid sharing risk, trust, informal knowledge sharing

1. Introduction

Pai (2006) defined knowledge sharing as activities of transferring of disseminating knowledge (including implicit and tacit knowledge) from person, group or organization to another. In a group or an organization, various factors are influencing knowledge sharing activities. Using motivation approach, Kwok & Gao (2004) divide factors that is influencing someone to do knowledge sharing into two factors, intrinsic and extrinsic. Intrinsic factors refer to individual motivation that come from the individual themselves without any influence from outside. In other hand, extrinsic motivation factors are formed as result of culture, policies or consensuses that are formed by group or organization. Informally, intrinsic factors will hold main role in knowledge-sharing activities. Indonesia is a county which the people has collectivist culture. People who have collectivist culture will have informal interactions intensity bigger than formal interactions intensity. The interactions among people can appear in organization environment or outside organization environment. Focus of this research is influence of intrinsic factors on informal knowledge sharing.

Søndergaard et al. (2007) did a literature review to set a knowledge sharing model conclude that knowledge sharing activities are influenced by individual factors, organizational factors and leadership factors with sharing culture as mediation. Lin (2007b) develops a knowledge-sharing model by divide individual factors into enjoyment to help other and self-efficacy. Lin (2007b) divide individual factors base on intrinsic factors of individual factors.

However, people have their own attitude in knowledge sharing activities. Some people tend to deny share their knowledge because they think that sharing activities will increase their vulnerability. In other words, for some people knowledge sharing are risky activities, as the result they avoid to share their knowledge. Anonymity phenomena (does not include the name) when someone try to protest when they does not satisfy about public services is an example of attitude to avoid risk in knowledge sharing. This phenomenon supported by Riege (2005) online survey on park lot setting. The survey shows 44.8% respondents give anonym response.

All of phenomena above motivate researcher to answer question, does individual intrinsic motivation will influence on informal knowledge sharing? This research modifies and develops Søndergaard et al. (2008) model to answer the phenomena. This research will give better understanding in knowledge-management model development for academician. On the other hands, organization can take benefit from this research on increasing motivation of organization member and organization can count sharing risk that can block inter member knowledge sharing and blocking organization performance.

2. Literature review and hypotheses building

Søndergaard et al. (2008) did empirical case study research to define knowledge sharing model in strategic contexts through socio-technical approach. They adapt Riege (2005) knowledge sharing constrains and obstacles in their model. Riege (2005) do literature review and identify potential constrains and obstacles sources in knowledge sharing there are individual organization and technology. Søndergaard et al. (2008) use the obstacles and constraints factors to develop knowledge sharing model by doing semi-structured interview on multinational flight employees.

Søndergaard et al. (2008) find three main factors that used to develop knowledge sharing modeling. Two of them are organization factor and individual factor. Both factors influence knowledge factor culture that affect on knowledge sharing behavior. Knowledge types and geographical factor influence interaction between knowledge sharing and knowledge sharing behavior. Leadership is the third main factor that used by Søndergaard et al. (2008) to develop knowledge factor modeling. Leadership also influence on knowledge sharing behavior on the same way with previous two main factors, organization factor and individual factor. Leaders hold roles on forming knowledge sharing habit and developing network that support it. Søndergaard et al. (2008) knowledge sharing model is shown in figure 1.

Not only propose three main factors Søndergaard et al. (2008) also discussing factors that have two way relationship that potentially increasing or decreasing knowledge sharing behavior. Motivation is the first factor that has double impact on knowledge sharing behavior. The second factor is trust. The higher level of trust will be higher knowledge sharing behavior and the lower level of trust will be lower knowledge sharing behavior.

Many researchers had already done research in knowledge sharing model development (Ahmad & Yunus, 2012). Almost researcher is trying to explore supporting factor in knowledge sharing behavior. The results of previous researches are briefly summarized in table 1. Contracts in table 1 are contracts that are used to develop knowledge sharing model in this research.

2.1 Attitude to avoid sharing risk and trust

Attitude to avoid sharing risk is an attitude that is taken by someone if he or she is facing risky conditions. In knowledge sharing activities, Attitude to avoid sharing risk is happen if an individual think that sharing activities will give bad side to him / her. Riege (2005), indentify knowledge sharing constrain / obstacles in an organization, explain that individual thought that sharing will reduce “job safety” will be an obstacle to do knowledge sharing. Burnett & Illingworthz (2008) survey at new parking lot setting shows that 44.8% respondents give anonym responds. From the anonym responds 95.3% respondents telling about experiences, issues, and problems. The survey also show results 61.3% respondents give negative responds and 17.2% give very negative responds, half respondents (50%), who gives negative responds, give anonym responds. The survey give arguments that people tend to avoid doing knowledge sharing if they think the shared information is risky. In other words, Attitude to Avoid Knowledge Sharing will have negative influence on knowledge sharing activities. In the informal context Attitude to Avoid Knowledge sharing if, the sharing can be done anonymous.

Trust can facilitate knowledge sharing if warranties of the trust appear, if it is not, it will create a question

on knowledge itself (Søndergaard et al., 2008). Trust is a factor that influence individual to do knowledge sharing. Higher level of trust of individual will give higher willingness of individual to perform knowledge sharing. Trust among individuals (or organizational units) is an essential factor in setting motivation to knowledge transfer (Strach & Everett, 2006). Trust is a key factor in relationship between attitudes to avoid sharing risk with knowledge sharing. Many researchers have done researches that explore relationship between trust and knowledge sharing. Ma et al, (2008) do research at China project team find positive correlation between trust and knowledge sharing. In strategic alliance context, Marshall et al, (2005) do literatures review and propose a preposition that trust at cumulative inter-partner setting will influence improvement on knowledge sharing in all of levels strategic alliance. Other researchers do research which explores relationship between trust with knowledge sharing in different setting shows positive correlations there are Al-Alawi et al. (2007), Cheng et al. (2008), Lin (2007a), Pai (2006) and Wang et al. (2007). In the informal atmosphere, trust will have big chance to influence knowledge sharing positively because informal atmosphere have less barriers than formal atmosphere. Moreover, informal environment have higher uncertainty than the formal ones. The uncertainty conditions in the informal environments cause by rules in informal environment tend to be looser that the formal ones.

Negative side of trust is distrust. Distrust building is appearing as the effect of the low level of trust level of individual or a community. Distrust will influence attitude that contra-productive to knowledge sharing. Selfishness and an opportunistic behavior will make distrust building stronger. High selfishness will be decreasing knowledge sharing (Wang, 2004) whereas; opportunistic behavior will have negative correlations with trust and knowledge sharing (Cheng et al., 2008). The strong level of distrust will make low level of trust in individual or a community. Lower trust level in the individual or a community will be increasing knowledge sharing risk perception. The high knowledge sharing risk will make Attitude to avoid sharing risk is high too. In other words, the lower trust level will influence higher Attitude to Avoid (knowledge) Sharing Risk. In the informal environment, level of trust has stronger effect because safety warranties in the informal environment are much lower than in the formal ones.

H1: Attitude to avoid sharing risk will have negative correlation with Informal knowledge sharing H2: Attitude to avoid sharing risk will have negative correlation with Trust

H3: Trust will have positive correlation with Informal knowledge sharing

3. Research methods

3.1 Samples

This research uses 439 college students of Social Sciences and Economics Faculty of Yogyakarta State University that have already taken one same course in one semester. The same course at least will make samples-students have a same materials to share informally or samples-student have known each other that reduce sharing barrier. The other reason, college student do not have obligation to share information/knowledge outside the classrooms informally. Knowledge sharing motivation among the college student outside the classrooms is dominate by individual motivation than other (mandatory) factors. Samples have been taken using survey method. Focus of the survey is outside classrooms activities about daylily problems and is not knowledge sharing because lecturer tasks.

This research use Purposive random sampling survey method. Sample size is determined by 10 times most complex latent variable (Gefen et al., 2000) and a priori power analysis. Power analysis is done to avoid type I and type II statistic's error (Erdfelder et al., 1996). In business research, power analysis can use power 0.80 and alpha 0.50 (Hair et al., 1995). In further explanation Hair et al., (1995) explain that effect size in term "small", "medium", and "large" with value 0.2, 0.5 and 0.8.

3.2 Variables definition and measurement

3.2.1 Informal Knowledge Sharing

Informal knowledge sharing is process sharing and accepting knowledge, ideas, information informally and voluntary among individual or group members. Informal knowledge sharing is measured by knowledge sharing behavior. Knowledge sharing measurement is adopted from Cheng et al., (2008) and Lu et al, (2006) research. Questioner items are modified to make them appropriate with research sample settings. Informal knowledge sharing is measured by modified 1-7 Likert scale.

3.2.2 Attitude to Avoid Sharing Risk

Attitude to avoid sharing risk is an attitude that is taken by someone who has intention to avoid (reduce)

risk, which could happen as effect of sharing captivities. Attitude to avoid sharing risk is measured by develop and modify Burgess (2005) research questioner about risky knowledge sharing. Modified 1-7 Likert scale is used to measure this contract.

3.3.3 Trust

Trust is defined as individual or group expectation about that believe all of verbal or written promises will be definitely realized (Issa and Haddad, 2008). Trust measure by developing questioner items that is used by Lu et al. (2006) and questioner items that is used by Pai (2006). Same with others contracts, Trust is measured by modified 1-7 Likert scale.

3.3 Research Model

Hypotheses of this research are tested use Partial-least-square (PLS) model. PLS proper to prediction and theoretical building, and relatively need small sample minimum ten times of most complex item construct (Gefen et al, 2000). The other advantage of using PLS is that, first; it estimates a measurement model to ascertain construct validity and reliability of measures. Second, using indicators of latent constructs, it yields estimates of the structural model parameters, which test the strength of hypothesized relationships. Finally, it is not restricted by the distribution requirements and sample size limitations of other structural equation modeling tools (Ho et al, 2003). The research use model that it is shown at figure 2.

4. Results

4.1 Data Descriptions

This research use 457 questioners that are directly distributed to respondents, 439 questioners are valid and 18 questioners are not valid (respond rate 96%). Post hoc power analysis, use alpha 0.05 and "small" effect size (0.2), show power 1.00.This research categorized all of data in five main categories for each variable to understanding data Skewness. The categories are Very high, high, moderate, low, and very low. The categorization use Hadi (2004) rule of thumb to make data categorization. Formula to decide the categories as follow:

$$Mi = [ST + SR]:2$$

$$Sdi = [ST - SR]:6$$

Note:

Mi = Ideal mean

SDi = Ideal Standard Deviation

ST = Maximum ideal score SR =

Minimum ideal score

Distribution of data categories for each variable is shown in table 2, table 3, and table 4. Range decision is taken from total of each indicator.

Table 2 shows almost all of respondents have low attitude to avoid risk when they are do knowledge sharing. The data indicate that generally respondent have low attitude to avoid risk when they do knowledge sharing. We can see form the table 2 only 2 % of respondents have attitude to avoid sharing risk while 33% of respondents have very low attitude to avoid sharing risk. If we add high category with very high category, it will only 11% of respondents have high or very high attitude to avoid sharing risk. In contrast, on the other continuum we can find 68% (by adding low and very low categories) of respondents have low or very low attitude to avoid sharing risk.

The distribution of informal knowledge sharing data is shown at table 3. From the table we can explain that almost all of respondents tend to do knowledge sharing formally. Only 1% of respondents do knowledge sharing informally (very high criteria) while 41% of respondent do knowledge sharing very formal (very low criteria). Generally, majority respondents (74%) are doing knowledge sharing in formal situation.

Distributions of trust between respondents are stated in table 4. Slightly different with informal knowledge sharing distribution, trust data distribution shows low level of trust between respondent. Majority respondents (78%) have low or very low level of trust while only 4% respondents have high or very high level of trust among respondents.

4.2 Validity and reliability

Construct validity and reliability of the instrument is shown in table 5. Table 5 show all AVE and communality value are bigger than 0.5 (>0.5) and all of composite reliability and Cronbach's Alpha has value bigger than 0.7(>0.7). The values show convergent validity and reliability of contracts are fulfilled. Discriminant validity can be shown by compares construct correlation with square root of AVE. if square root of AVE value is bigger than other values that means discriminant validity has fulfilled. Table 6 shows that all of AVE's square rood values are bigger than other values.

4.3 Hypotheses test results

This research run the research model in a single run to answer all of hypotheses (see figure 3). Informal knowledge sharing is central issue of this research. Informal knowledge sharing is modeled to be influenced by two others factors. Hypotheses test results are shown in table 7.

Analysis result shows positive significant correlation between attitudes to avoid knowledge sharing risk with informal knowledge sharing with P = 0.000. Hypothesis 1 (H1) states that attitude to avoid sharing risk will have negative correlation with informal knowledge sharing while the result shows positive significant correlation between two variables. The result explains that H1 is not supported. Analysis result also shows positive significant correlation between attitude to avoid sharing risk with trust with P = 0.000. The result explain that Hypothesis 2 (H2) that states attitude to avoid sharing risk have negative correlation is not supported. On the other hand, correlation between trust with Informal knowledge sharing analysis shows positive correlation with low significance level (P = 0.073). However, Hypothesis 3 (H3) that state trust will have positive correlation with Informal knowledge sharing is supported in P < 0.1.

5. Discussion

This research captures two personality factors of respondents to explain unsupported hypothesis phenomena. The two personality factors that are captured are extraversion and openness to experience. Extraversion explains psychological condition when individual is faced in a condition. Individual who has low extraversion will be less talkative or more introvert than the ones who has higher level of extraversion. Whereas, Opened to Experiences measure how high an individual will accept new information, new knowledge or a new experience. An individual who has low level of this factor will be more difficult to accept others ideas than an individual who has higher level of Openness to experiences personality's characteristic. Extraversion data distribution is shown in table 8 while Openness to Experience data distribution is shown in table 9.

Data distribution shows 64% respondents have low or very low level of extraversion (table 8) whereas 58% of respondents have low or very low level of Openness to Experience. Both data explain psychological factors when data was captured which explain positive correlation between attitudes to avoid sharing risk with informal knowledge sharing (H1). The data distribution of respondent's extraversion (table 8) also explain that respondent tend to be introvert whereas Openness to experience of respondents is low too. Combination of both factors will make respondents do not do knowledge sharing especially informally. However, if respondent do knowledge sharing they are generally ignoring risk factors. This condition is explained by Attitude to avoid sharing risk data distribution (table 2). The table shows 68% of respondents have low or very low level of attitude to avoid sharing risk. People who are ignoring risk factor will do everything without counting risk that can be impact on themselves, which is caused by their activities. Low level of attitude to avoid sharing risk of respondents affects correlation between attitudes to avoid sharing risk with Informal knowledge sharing and the correlation between attitudes to avoid sharing risk with trust. Respondents will do knowledge sharing although it is risky enough. In summary, H1 and H2 of this research are not supported because respondent tend to be introvert and they does not care about risk factors because majority of respondents do formal knowledge sharing not informal ones. Formal knowledge sharing would not be really affected by risk and trust.

Low extraversion level of respondents also explains low significance level of correlation between Trusts with Informal knowledge sharing. Hypothesis 3 (H3) stated that trust would have positive correlation with Informal knowledge sharing is supported, however H3 only have low level of significance at P = 0.073.

Low significance level of the correlation is caused by respondent tend to be introvert (have low level of extraversion). A person who has introvert characteristics will have low enthusiasm to share even in the informal environment. In the other hand, majority respondents do knowledge sharing formally. Majority of respondents (74%) have low or very low informal knowledge sharing activities (table 3) that indicate respondent do knowledge sharing in formal situations. Formal situations make sharing risk do not dominate

situations and risk factors do not hold significance role in knowledge sharing activities. Respondent will neglect risk when do knowledge sharing because sharing is doing at formal situations.

6. Conclusion

This research is investigating roles of Attitude to avoid sharing risk and Trust on Informal knowledge sharing. The research uses 439-college student valid sample to answer research questions. Before runs hypotheses test, this research did power analyses to get practical significance. Research model is run use Partial Least Square Software. Brief hypotheses tests result show in table 10. The study findings conclude that respondents' concern in risk will be affecting on sharing activities. Moreover, respondents' personality factors will be influencing over all sharing activities.

At the rest, this research give recommendation for the further researches to do some reconditions. Frist, the further research should consider in antecedent variables of Attitude to avoid sharing risk. Second, further researches should consider in respondents' psychological factors while do research. Last, further researches should consider in information types that it is shared and formality environment when the information/knowledge it is shared.

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Figures & tables

Figure 1: Søndergaard *et al* (2008) Knowledge Sharing Model

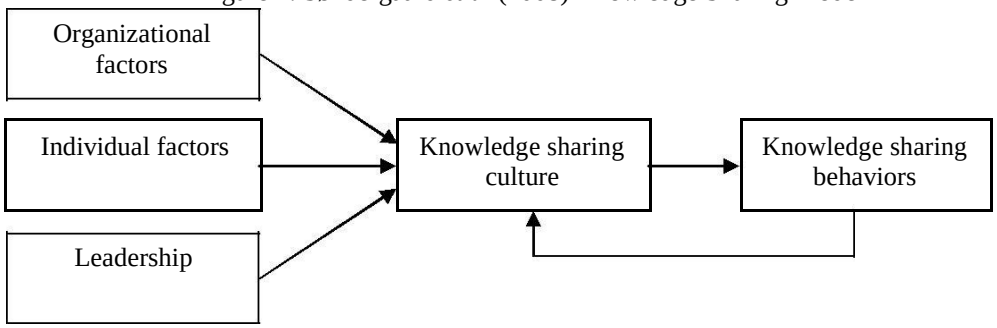

Figure 2: Research Model

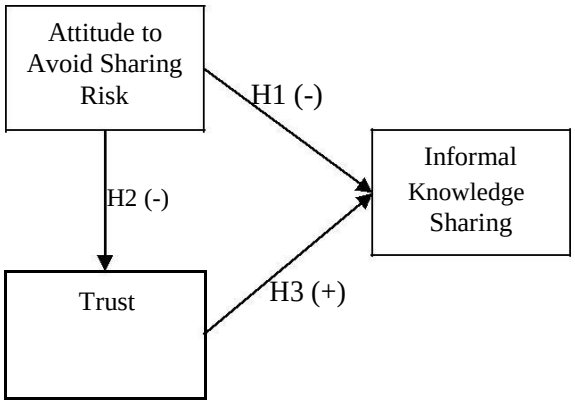

Figure 3: Hypotheses test model

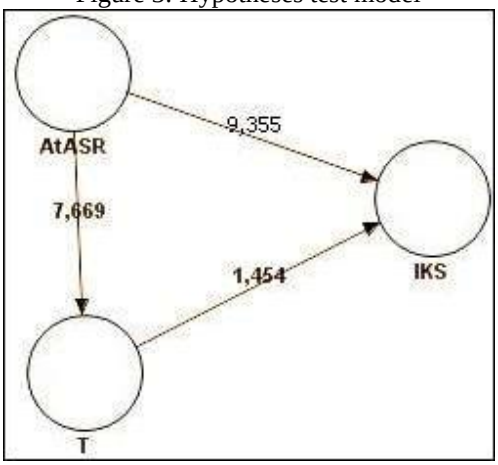

Table 1: Previous Researches Constructs

Researchers	Correlations Category		
	AtASR → KS	AtASR → T	T → KS
Al-Alawi et al, (2007)			(+)
Burgess (2005)		(+)	
Burnett & Illingworthz (2008); Riege (2005) [1)]	(-)		
Cheng et al, (2008);		(-)	(+)
Wang (2004) [1)]			
Kankanhalli, *et al.* (2005)			(+)
Lu et al, (2006)			
Lin (2007a)			(+)
Ma et al, (2008)			(+)
Pai (2006)			(+)
Wang et al, (2007)			(+)

AtASR	=	Attitude to Avoid Sharing Risk	(+)	=	Positive correlation
KS	=	Knowledge sharing	(-)	=	Negative Correlation
T	=	Trust	[1)]	=	To conclude correlation

Table 2: Attitude to Avoid Sharing Risk Data Distribution

Criteria	Rule of Thumb	Range	Amount	%
Very high	$X \geq Mi + 1{,}5\ Sdi$	$39 \geq X$	10	2%
High	$Mi + 0{,}5\ Sdi \leq X < Mi + 1{,}5\ Sdi$	$32 \leq X < 39$	38	9%
Moderate	$Mi - 0{,}5\ Sdi \leq X < Mi + 0{,}5\ Sdi$	$25 \leq X < 32$	92	21%
Low	$Mi - 1{,}5\ Sdi \leq X < Mi - 0{,}5\ Sdi$	$18 \leq X < 25$	152	35%
Very Low	$X < Mi - 1{,}5\ Sdi$	$X < 18$	147	33%
		Total	439	100%

Table 3: Informal Knowledge Sharing Data Distribution

Criteria	Rule of Thumb	Range	Amount	%
Very high	X ≥ Mi + 1,5 Sdi	28 ≥ X	6	1%
High	Mi + 0,5 Sdi ≤ X < Mi + 1,5 Sdi	23 ≤ X < 28	21	5%
Moderate	Mi – 0,5 Sdi ≤ X < Mi + 0,5 Sdi	18 ≤ X < 23	90	21%
Low	Mi – 1,5 Sdi ≤ X < Mi – 0,5 Sdi	13 ≤ X < 18	144	33%
Very Low	X < Mi – 1,5 Sdi	X < 13	178	41%
		Total	439	100%

Table 4: Trust Data Distribution

Criteria	Rule of Thumb	Range	Amount	%
Very high	X ≥ Mi + 1,5 Sdi	22 ≥ X	4	1%
High	Mi + 0,5 Sdi ≤ X < Mi + 1,5 Sdi	18 ≤ X < 22	14	3%
Moderate	Mi – 0,5 Sdi ≤ X < Mi + 0,5 Sdi	14 ≤ X < 18	79	18%
Low	Mi – 1,5 Sdi ≤ X < Mi – 0,5 Sdi	10 ≤ X < 14	180	41%
Very Low	X < Mi – 1,5 Sdi	X < 10	162	37%
		Total	439	100%

Table 5: Contracts validity and reliability

Variables	AVE	Composite Reliability	R Square	Cronbach's Alpha
IKS	0,688223	0,868257	0,255415	0,772495
AtARS	0,728951	0,889268		0,811831
T	0,721418	0,838139	0,165862	0,614303

Table 6: Discriminant validity

	IKS	SR	T
IKS	0,829592		
AtRS	0,507091	0,85378627	
T	0,268169	0,4034	0,84936329

Table 7: Hypotheses test result

	Coefficients	t-statistics	p-value
AtASR -> IKS	0,476444	9,355338	0,0000
AtASR -> T	0,4034	7,668647	0,0000
T -> IKS	0,075971	1,454105	0,0733

Table 8: Extraversion Data Distribution

Criteria	Rule of thumb	Range	Amount	%
Very high	$X \geq Mi + 1{,}5\ Sdi$	$22 \geq X$	19	4%
High	$Mi + 0{,}5\ Sdi \leq X < Mi + 1{,}5\ Sdi$	$18 \leq X < 22$	37	8%
Moderate	$Mi - 0{,}5\ Sdi \leq X < Mi + 0{,}5\ Sdi$	$14 \leq X < 18$	92	21%
Low	$Mi - 1{,}5\ Sdi \leq X < Mi - 0{,}5\ Sdi$	$10 \leq X < 14$	157	36%
Very Low	$X < Mi - 1{,}5\ Sdi$	$X < 10$	134	31%
		Total	439	100%

Table 9: Openness to Experience Data Distribution

Criteria	Rule of thumb	Range	Amount	%
Very high	$X \geq Mi + 1{,}5\ Sdi$	$28 \geq X$	12	3%
High	$Mi + 0{,}5\ Sdi \leq X < Mi + 1{,}5\ Sdi$	$23 \leq X < 28$	36	8%
Moderate	$Mi - 0{,}5\ Sdi \leq X < Mi + 0{,}5\ Sdi$	$18 \leq X < 23$	136	31%
Low	$Mi - 1{,}5\ Sdi \leq X < Mi - 0{,}5\ Sdi$	$13 \leq X < 18$	162	37%
Very Low	$X < Mi - 1{,}5\ Sdi$	$X < 13$	93	21%
		Total	439	100%

Table 10: Hypotheses summary

Hypotheses	*p-value*	Corr.	Conclusions
H1: Attitude to Avoid Sharing Risk will have negative correlation with Informal Knowledge Sharing.	0,0000	(+)	Not Supported
H2: Attitude to Avoid Sharing Risk will have negative correlation with Trust	0,0000	(+)	Not Supported
H3: Trust will have positive Correlation with Informal Knowledge Sharing	0,0733	(+)	Supported