The Impact of Knowledge Sharing on the Relationship between Organization Culture and Job Satisfaction: the Perception of Information Communication and Technology (ICT) Practitioners in Hong Kong

By

Walder, Wah Tak Ip

M.B.A. (Strategic Marketing)

Newcastle Graduate School of Business
Faculty of Business and Law
The University of Newcastle, Australia

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Walder, Wah Tak Ip

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Abstract

The rapid advances in Information and Communication Technology (ICT) has brought a new era to our daily life. Increasing demand of ICT applications, services and products, not only leverage business opportunities for the ICT companies but also increase the rivalry within the industries. Furthermore, the close relationship between Mainland China and Hong Kong also benefits the regions’ ICT’s import and export trade, leading to subsequent increased demand for ICT professionals. Consequently, only companies having the right organization culture, knowledge sharing practices resulting in reasonable job satisfaction for their staff can retain sufficient amount of skills ICT knowledge workers, which is one of the critical factors for survival.

The purpose of this research was to investigate the impact of knowledge sharing on the relationship between organizational culture and job satisfaction of ICT industry in Hong Kong. Quantitative methodology was used and a web-based self-administered anonymous questionnaire survey was conducted to measure the perception of ICT practitioners randomly selected from public websites. Survey questionnaires items of culture dimension were adapted from Hofstede (1980); knowledge sharing dimension were adapted from De Vires, Van de Hooff and Ridder (2006); and job satisfaction dimension were adapted from Smith, Kendall and Hulin (1969). A five-point Likert scale and pilot testing were being utilized.

Data collected from 228 valid respondents were analyzed by factor analysis, multiple regressions, and Structural Equation Modelling. Validity, reliability and the mediating effect were also tested.

Research findings revealed that organization culture significantly influence knowledge sharing and job satisfaction. Knowledge sharing plays an important mediating role
between organization culture and job satisfaction. It indicates that the collaborative organization culture, cultivation of knowledge sharing attitudes, and opportunities for reasonable pay and promotion become the major sources of job satisfaction. The insightful results provide empirical evidence as potential guidance to employers of ICT industries and management. It also help decision-makers in Hong Kong’s ICT industry and the Hong Kong government to establish appropriate strategies to retain valuable staff and improve the efficiency of their human resources including incentive and reward policies. Although the research indicates that organization culture is significantly related to variables of knowledge sharing and job satisfaction, ongoing research is required to uncover other aspects and possible causes. The research can also be replicated in other industries for comparative studies.