EXAMINING THE TRUST TO ACTUAL USE OF KNOWLEDGE MANAGEMENT SYSTEMS AT PUBLIC AND PRIVATE ACTIVE BANKS IN MESHGINSHAHR

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Abstract

The main purpose of the present research is the examining the trust to actual use of knowledge management systems. The population of the study were both public and private active banks employees in Meshginshahr city that use knowledge management system. According to Cochran sampling, the sample size of this research was set at 175 that selected stratified sampling method. To gathering of data, we used a questionnaire. All the reliability and validity of measures has examined. Questionnaires reliability was estimated by calculating Cronbach's Alpha; it was 0.789. In order to analyze the data resulted from collected questionnaires descriptive statistical methods are used, and to display some statistical data we used column diagram. Findings show that the mean of all variables were bigger than 3 and so we can say that trust and it dimensions (job security, knowledge hero and fear of criticism) have important role in actual use of knowledge management systems at both public and private active banks employees in Meshginshahr.

Key words*: Knowledge management, job security, knowledge hero and fear of criticism, trust*

Introduction

The recent advances in information technology (IT) has open a new era, in which the success of organizations are vitally dependent on the adaptation and application of new and existing knowledge assets on key business processes (Ndlela and Toit, 2001). As Ho (2008) points out, traditional organizational management is no longer considered an appropriate strategy in this highly competitive global market, especially in developing countries. Businesses must compete for their survival through continuous improvement and innovation to maintain or gain market advantage. Thus, resistance to such innovative adjustment is likely to result in uncompetitive enterprises (Leavy, 1998). Knowledge, as a form of intangible asset, is evidently becoming the key factor in competitive differentiation in many sectors within today's rapid expansion of the goods market (Lin et al, 2007). Teece (1998) claims the competitiveness of modern enterprises is dependent on the effective acquisition and utilization of knowledge. Consequently, knowledge workers have become the most vital asset in knowledge-based societies (Drucker, 2004).

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Knowledge is considered the most important resource in organizations (Choe, 2004). Jantunen (2005) states that knowledge is posited in an organization as a strategic asset which helps the firm sustain its competitive ability in a complex global market. The characteristics and problems of knowledge vary due to the differences in the nature of businesses and geographic locations (v, 2008). Dieng *et al.* (1999) describe knowledge management as a form of corporate memory design representing the resources and know-how of an enterprise. They further suggest that corporate memory can be differentiated into (a) professional memory, which comprises of references, documents, tools and methods used in a given profession and (b) individual memory, which consists of competencies and know-how of a given member in the enterprise.

The purpose of knowledge management is to facilitate organizations that are able to access and reuse existing knowledge to enhance organizational processes (O'Leary, 1998). Thus, knowledge management supports people to innovate, to collaborate, and to make correct decisions efficiently; in short, it helps getting people to act by focusing on high-quality knowledge (Plessis, 2005).

The significant of trust within organization has been articulated by both researchers and practitioners (McCauley and Kuhnert, 1992). However, existing literate lacks a single definition of trust (Kurstedt, 2002) since trust is a complex construct that is not fully understood (Asgari et al, 2008). Cook and Wall (1980) define trust as an element acting "between individuals and groups within organizations are a highly important ingredient in the long term stability of the organization and the wellbeing of its members (p. 39)". They further conclude that there are three main approaches in the empirical investigation that can be used to distinguished trust. The first approach refers to infer trust indirectly from other forms of behaviors. The second approach is to create a situation where the development of trust is essential to prescribed task performance. Thus the level the performance becomes an indicator of the degree to which trust has developed. The third approach is measuring trust as a direct experience using self-report scales. The latter approach is the most widely recognized and applied means to measure trust in recent literature (He et al, 2009).

As IT becomes increasingly popular as a knowledge-sharing tool in contemporary organizations, encouraging employees to seek knowledge from IT remains an important issue for researchers and practitioners. Yang and Farn (2009) suggest that intention to share tacit knowledge sharing intention can be induced by affect-based trust. Renzl (2008) discovers that trust in management increases knowledge sharing through reducing fear of losing one's unique value and improving willingness to document knowledge. And even it has not been adequately addressed in related literature; He *et al.* (2009) argue that trust has been widely recognized in many studies as an important enabling factor for seeking knowledge.

METHODOLOGY

The main purpose of the present research is the examining the trust to actual use of knowledge management systems. The research method is descriptive. We examine the employees trust to actual use of knowledge management systems according to three dimensions; job security, knowledge hero and fear of criticism.

The population of the study were both public and private active banks employees in Meshginshahr city that use knowledge management system. According to Cochran sampling, the sample size of this research was set at 175 that selected stratified sampling method.

To gathering of data, we used a questionnaire. All the reliability and validity of measures has examined. Questionnaires reliability was estimated by calculating Cronbach's Alpha; it was 0.789.

In order to analyze the data resulted from collected questionnaires descriptive statistical methods are used, and to display some statistical data we used column diagram. The analysis has performed with SPSS.

RESULTS AND CONCLUSION

The demographic data gathered from questionnaire shows that eighty Seven percent of the responders are male and thirteen percent of the responders are female. The responder's degree is 14.9 percent MA, 59.4 percent Bachelor, 24 percent Diploma and 1.7 percent have No degree. It means that the most of the responder have university degree.

Table1- Responders Gender and Degree

	Valid	Frequency	Percent
Gender	Male	153	87.4
	Female	22	12.6
	Total	175	100.0
Degree	No degree	3	1.7
	Diploma	42	24.0
	Bachelor/Professional	104	59.4
	Master	26	14.9
	Total	175	100.0

Table 2 shows age of the responders. 1.1 percent of responders have under 30 years' old, and 37.7 percent have between 30-40, 34.3 percent 40-50, and finally 26.9 percent have more than 51 years of work experience. It shows that most the personnel age are between 30- 50.

Table 2- Age of the responders

Valid		Frequency	Percent
	Below 30 years old	2	1.1
	Between 30 and 40	66	37.7
	Between 41 and 50	60	34.3
	Above 51 years old	47	26.9
	Total	175	100.0

From the precedence point of view about 9.7 percent of responders were Less than 5 years. 9.1 percent between 5-10, 24.6 percent have between 10 - 15, 37.7 percent have between 15 - 20, and finally 18.9 percent have experience more than 21 years. It shows that all the managers have good experience.

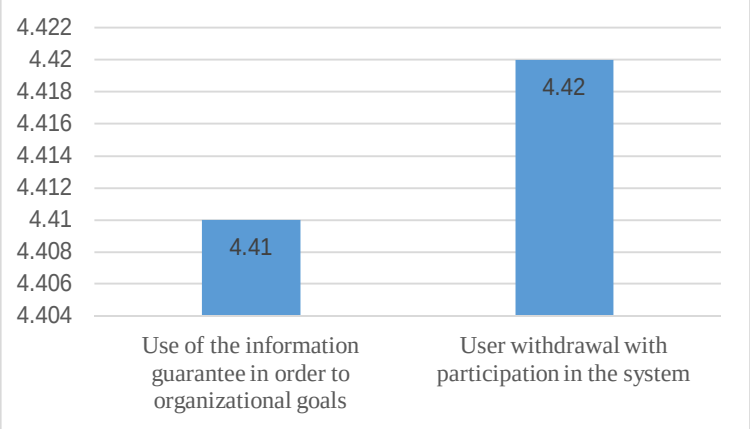
Table 3- experience of the responders

		Frequency	Percent
Valid		17	9.7
	5 to 10	16	9.1
	10 to 15	43	24.6
	15 to 20	66	37.7
	Above 20 Years	33	18.9
	Total	175	100.0

We examine the employees trust to actual use of knowledge management systems according to three dimensions; job security, knowledge hero and fear of criticism.
The following table shows the Frequency distribution (Mean and standard deviation) of trust to actual use of knowledge management systems. The trust to actual use of knowledge management systems calculated by job security, knowledge hero and fear of criticism indexes.
Table 4: the Mean and standard deviation of job security and its dimensions

Variable	Mean	SD
Use of the information guarantee in order to organizational goals	4.41	.879
User withdrawal with participation in the system	4.42	.839
Total Job Security	4.41	.845

Graph 1: Mean of job security dimensions

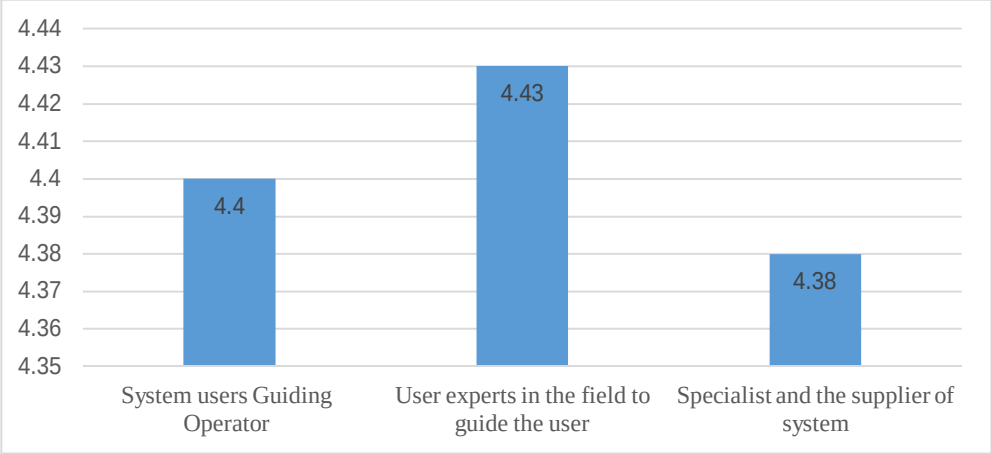


According to table 4 and Graph 1 use of the information guarantee in order to organizational goals has 4.41 mean and user withdrawal with participation in the system has 4.42. Total Job Security has 4.41 mean and it means that Job Security have an important role in actual use of knowledge management systems.
Table 5: the Mean and standard deviation of Knowledge Hero and its dimensions

Variable	Mean	SD
System users Guiding Operator	4.40	.878
User experts in the field to guide the	4.43	.867

user		
Specialist and the supplier of system	4.38	.838
Total Knowledge Hero	4.40	.847

Graph 2: Mean of Knowledge Hero dimensions

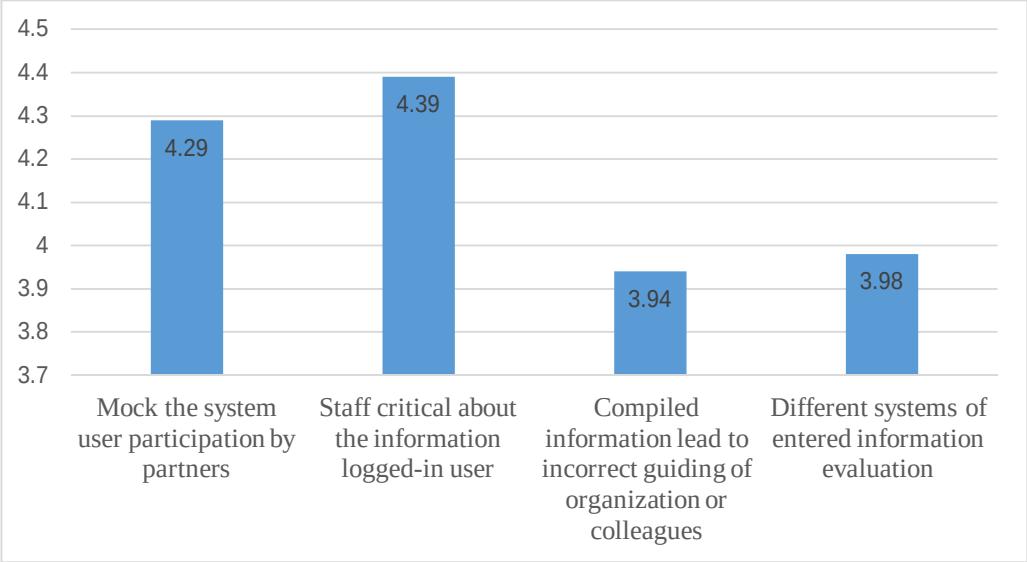


According to table 5 and Graph 2 System users Guiding Operator has 4.40 mean, User experts in the field to guide the user has 4.43, and Specialist and the supplier of system has 4.38 mean. Total Knowledge Hero has 4.40 mean and it means that Knowledge Hero have an important role in actual use of knowledge management systems.

Table 6: Mean and standard deviation of Fear of criticism and its dimensions

Variable	Mean	SD
Mock the system user participation by partners	4.29	.801
Staff critical about the information logged-in user	4.39	.756
Compiled information lead to incorrect guiding of organization or colleagues	3.94	.814
Different systems of entered information evaluation	3.98	.719
Total Fear of criticism	4.15	.851

Graph 3: Mean of Fear of criticism dimensions



According to table 6 and Graph 3 Mock the system user participation by partners has 4.29 mean, Staff critical about the information logged-in user has 4.39, Compiled information lead to incorrect guiding of organization or colleagues has 3.94 mean, and Different systems of entered information evaluation has 3.98 mean. Total Fear of criticism has 4.15 mean and it means that Fear of criticism have an important role in actual use of knowledge management systems.
Findings show that the mean of all variables were bigger than 3 and so we can say that trust and it dimensions (job security, knowledge hero and fear of criticism) have important role in actual use of knowledge management systems at both public and private active banks employees in Meshginshahr.

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