




THE EFFECT OF JOB ATTITUDES ON EMPLOYEES' KNOWLEDGE SHARING BEHAVIOR IN TELECOMMUNICATION SECTOR OF PAKISTAN

Sher Ali¹, Hazrat Bilal² & Sabeela Sabir³

¹College of Economic & Management Sciences, Three Gorges University, CHINA

²Professor, Center for Management & Commerce, University of Swat, Pakistan

³MS Scholar, Department of Management Sciences, Hazara University, Pakistan

| KEYWORDS | ABSTRACT |
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| Job Attitudes, Knowledge Sharing Behavior, Job Involvements, Job Satisfaction, Organization Commitment | The knowledge sharing behavior has received great attention in business world because of high critical role in improving organizational efficiency. The relationship between job attitudes and employees' knowledge sharing behavior is a significant area of research in organizational psychology and human resource management. The job attitudes, such as job satisfactions and organizational commitment, can influence employees' willingness to share knowledge with their colleagues. This study empirically investigates the relationship between job attitudes (i.e., organizational commitment, job involvement, and job satisfaction) and information sharing actions using a statistical procedure based on survey of 226 Mobilink telecommunication private limited employees from Pakistan's Hazara Division, KP, Pakistan. The findings showed that knowledge sharing behavior is linked with work satisfaction, organizational engagement and job participation positively. The study offered some recommendations that how managers can improve the knowledge sharing behavior in their organizations by considering the dynamic issues. |
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| Correspondence | Hazrat Bilal |
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INTRODUCTION

In contemporary era, understanding the interaction between job attitudes and knowledge sharing behavior can help organizations develop strategies to foster a culture of knowledge sharing (Nizam & Hameed, 2023). The knowledge sharing phenomenon discusses the exchanges of information, expertise, and experiences among individuals within organization (Wang, Li, Liu & Zaggia, 2023). Knowledge sharing is widely regarded as a fundamental key asset for organizations (Hu & Randel, 2014). The policymakers and managers are becoming more involved in how the competitions can be

managed (Chow & Gong, 2010). Thus, the knowledge sharing is important in knowledge-intensive industries such as telecommunications industry. Since only through this procedure that a company can consume, join, and use public's knowledge to generate knowledge-based efficient competitions to improve their results (Cockrell & Stone, 2013). In this connection, the earlier research that has investigated the significance of human and social aspects of information sharing behavior (Han & Chuang, 2011; Hislop, 2003), and the diverse work attitudes (job engagement, job satisfaction, and organizational commitments) have been identified as a significant key factor in the advancement of association execution.

Several organizations use various incentive programs to encourage knowledge-sharing behavior in workers (Hu & Randel, 2014) to increase their efficiency. The knowledge sharing behavior reduces costs, improves efficiency, simplifies complex problems, and reduces risk and uncertainty (Desouza, 2003; Chow & Chan, 2008; Magnus & DeChurch, 2009). It involves the voluntary transmission of knowledge from one person to another, with the aim of enhancing learning, problem-solving, and decision-making processes (Nizam & Hameed, 2023). Thus, by sharing knowledge, individuals can leverage the collective intelligence of the organization, avoid reinventing the wheel, and capitalize on each other's expertise (Wang, Li, Liu & Zaggia, 2023). Similarly, sharing ideas and best practices can stimulate innovation by sparking creativity, identifying new prospects, and solving complex problems collaboratively (Hu & Randel, 2014). It is vital to conduct further research to gain certain benefits of knowledge sharing behavior for organizational success and overcome issues related to job attitudes towards knowledge sharing behavior in diverse contexts in order to examine the issues from various dimensions.

LITERATURE REVIEW

In the modern era, building a knowledge-based competitive advantage in a complex environment requires organizations to concentrate not just on external knowledge sharing but also upon internal knowledge sharing, which has significant benefits for organizational success (Sitko, Chuanchaoen, Sukpitikul & Phusavat, 2010; Runhaar & Sanders, 2016). The sharing individual expertise allows employees to work together to create innovative ideas, develop problem-solving skills, and reach successful decisions (Wang & Noe, 2010; Cummings, 2004; Hooff & Ridder, 2005). The knowledge sharing is critical to advancement of organizational success, and most researchers have investigated the important outcome of knowledge sharing activity with the various job attitudes (Qugle, 2007). Knowledge sharing is described as "the process of mutually sharing work lessons, experiences, and moments of the knowledge, looking for and providing encouragements to one another, and being involved in new ideas, spirits, and proposals" (Runhaar & Sanders, 2016). The result of information sharing activity may be new ideas, problem resolution, or making procedures easier, both of which contribute toward significant increase in the organizational efficiency (Hooff & Ridder, 2014; Lam & Lambermont, 2010).

It is the procedure in which people share their information and create the new knowledge together, according to Vries and Ridde (2006). Knowledge is valuable commodity that provides appropriate advantages in an energizing and powerful economy (Nonaka, 2006), and is an essential and critical source that can provide a competitive advantage over others, thus assisting in long-term survival of

an enterprise (Lin, 2007). It helps to cultivate an organizational culture that values transparency, collaboration, and continuous learning, where employees feel comfortable sharing their knowledge without fear of judgment or reprisal. The knowledge sharing is the process by which colleagues or members share their talents, abilities, and experience which indeed help in the increased efficiency which will then reflect in profitably increased yield and gain, including compensation and business growth (Magnus & DeChurch, 2009). The collaborative knowledge sharing enables the teams to troubleshoot problems more efficiently by drawing on collective wisdom of group. Few researchers explored job attitudes with knowledge sharing activity and concluded that: it can reduce operating costs, generate new ideas, reduce confusion, and increase firm efficiency (Naftanaila, 2010; Islam, 2010; Teh & Sun, 2012).

It is important for organizations to ensure that employees share information with one another. Many studies have found that most workers do not take part in the knowledge sharing process (Magnus & Church, 2009; Pei-lee & Sun, 2011). At this stage, the administration should concentrate upon the methods by which the employees agree to share their knowledge. As a result, this study seeks to fill these gaps while also investigating the extent to which work attitudes such as the organizational engagement, job satisfaction, and job participation influence the information sharing actions in the Pakistan's telecommunications market. Recognize and reward employees for their contributions to knowledge sharing, whether through formal awards, praise from the leadership, or opportunities for advancement. Pakistan's telecommunications industry is currently grappling with the question of how to provide quality services to its customers. As a knowledge-based organizational structure, it is critical for the Pakistan's telecommunications sector to foster a culture of knowledge sharing. As a result, distinctness of high-quality services can be ensured. Thus, we will empirically examine the relationship amid knowledge sharing activity and job attitudes to see if it has a positive or negative impact on Pakistan's telecommunications market. Based on the preceding literature, we can form the different hypotheses.

In an organization job involvement is considered when an employee is psychologically associated with his or her work, or when a worker pursues self-expression and awareness through his or her job situation (Sitko-Lutek, 2010). Thus, the organizational efficiency can be improved by increasing job engagement and inspiring the employees to be more involved in their work (Sonntag & Krueger, 2006). Keller (1997) discovered the beneficial correlation between inventive work and high work involvement (R&D) execution in an empirical study. Several scientists have also discovered that the workers who rate their work as valuable are happier with their jobs and more committed towards information sharing actions in the organization (Sun 2011; Rehman et al., 2011; Pratt-Hyatt & Brady, 2012; Vajihoshyar & Vatiehoshyar, 2017). It helps in instigating the knowledge management systems and collaboration tools that make it easy for the employees to access and share information, such as intranet portals, wikis, and online forums. As a result, perhaps job involvement creates the specialist sense in workers, making them able to share their experience in the company, which leads to an improvement in overall performance of the organization. As a result, we should consider the subsequent hypotheses.

H1: The job involvement has the positive effect upon the employees' knowledge sharing behavior.

Employment satisfaction, according to [Golbasi \(2008\)](#), is a behavioral and delicate articulation to a workplace that brings a worker valuation of her or his accomplishments in work-life and working environment. Job happiness, [Lanbermint \(2010\)](#), is "delightful expressive resulting from evaluation of one's behaviors as achieving or taking part in attainment of one's job feeling." [Cropanzano \(2000\)](#) discovered a positive association between job satisfaction and information sharing behaviour after conducting an empirical study. [Wang and Neo \(2010\)](#) used social connection theory to develop the Hawthorne's ideas about the job satisfaction and information sharing behavior and found positive results. [Jiao \(2011\)](#) conducted an empirical study on the relationship between job satisfaction and information sharing behavior and linked it to social exchange theory, in which job satisfaction is viewed as a valid answer to the organization and the end-result shows organizational performance fulfilment. Employees who are happy with work are more likely to take part in actions that include sharing knowledge within organization ([Vries et al., 2006](#); [Vajihehoshyar & Vatiehoshyar, 2017](#)). According to literature, work satisfaction has important and positive impact on knowledge sharing activity which has resulted in the improved organizational efficiency. Therefore, we can propose the following hypothesis.

H2. Job Satisfaction has a positive effect on employees' knowledge sharing behavior.

[Wang and Noe \(2010\)](#), organizational commitment is the level of loyalty and trustworthiness that a worker perceives towards his/her work in their company. The organizational commitment refers to being's attitude about their involvement in organization ([Usefi et al., 2010](#); [Jacobs & Roodt, 2007](#)). One of the major issues in most organizations is getting workers to share their experiences with one another in the workplace. Many researchers show that high levels of commitment of workers in the organizations can improve employee knowledge sharing activity ([Hu & Randel, 2014](#); [Chang et al., 2013](#); [Siemsen et al., 2008](#); [Scarborough & Carter, 2000](#)). As per [Hislop \(2002\)](#), the organizational commitment is important because when employee's organizational commitment is an all-time high, they are: less likely to quit, are more likely to be highly motivated, are more likely to give extra effort during the struggle, and are more willing to share their expertise within organization. When a worker's commitment levels are higher, he or she is more motivated and willing to put in extra effort for company, and as a result, they are more likely to engage in knowledge sharing. [Hu and Randel \(2014\)](#) determined that loyalty is important because employees who have high commitment are less likely to leave. As a result, organizational engagement is one of the most important job attitudes that positively influence knowledge sharing actions. As a result, the hypotheses mentioned below can be supported.

H3. Organizational Commitment has a positive effect on employees' knowledge sharing behaviors.

RESEARCH METHODOLOGY

In this analysis, 226 members from Pakistan's Mobilink telecommunications from Hazara Division were chosen as sample size using random sampling technique. Data on organizational commitment, job involvement, and job satisfaction were gathered using adaptive questionnaires from previous study. [Kanungo \(1982\)](#) scale is used to assess job involvement. [Cheng and Chen \(2007\)](#) scales were changed to study information sharing behavior. To assess the organizational engagement, [Allen and Meyer \(1990\)](#) scale was used. In earlier studies, these scales were chosen as their high psychometric

properties as well as unidimensionality (Gregaor, 2010; Karriaker & Villianms, 2009; Martin, 2008; Yousef, 2002; Probst, 2000; Blau, 1986). Thus, the data was gathered using a five-point liker scale ranging from 1-strongly disagrees to 5-strongly agree, and the hypotheses were implemented using statistical procedures.

RESULTS OF STUDY

The results of study have been provided in this section so as to offer information about hypothesized relationships among research variable. The table 1 below elaborates on the associations between variables of analysis, like knowledge sharing, job satisfaction, job involvement, and organizational commitment. The association between the information sharing and job participation is positive ($r = 0.429$) and statistically relevant ($p < 0.05$). Knowledge sharing behaviors and job satisfaction are positively correlated ($r = 0.704$) and significantly associated ($p < 0.05$). Table 1 shows that there is a strong ($p < 0.05$) positive association between organizational commitment and knowledge sharing activity ($r = 0.634$), that provides the clues for examining the cause-effect relationships among research variables.

Table 1 Correlation Statistics

| | | [1] | [2] | [3] |
|--------------------------------|---------------------|--------|--------|--------|
| Job Involvement [1] | Pearson Correlation | 1 | | |
| | Sig. (2-tailed) | | | |
| | N | 177 | | |
| Job Satisfaction [2] | Pearson Correlation | .393** | 1 | |
| | Sig. (2-tailed) | .000 | | |
| | N | 177 | 177 | |
| Organizational Commitment [3] | Pearson Correlation | .507** | .572** | 1 |
| | Sig. (2-tailed) | .000 | .000 | |
| | N | 177 | 177 | 177 |
| Knowledge Sharing Behavior [4] | Pearson Correlation | .429** | .704** | .634** |
| | Sig. (2-tailed) | .000 | .000 | .000 |
| | N | 177 | 177 | 177 |

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

Table 2 Regression Analysis

| Model | R | R Square | Adjusted R Square | Std. Error of Estimate |
|-------|-------------------|----------|-------------------|------------------------|
| 1 | .634 ^a | .402 | .398 | .30219 |

a. Predictor: Organizational Commitment

b. Dependent Variable: Knowledge Sharing Behavior

The prediction of knowledge sharing behavior over organizational commitment was hypothesized in this study. In Table 2, there is a 0.402 or 40% shift in dependent variable y^{\wedge} (knowledge sharing) because of the independent variable organizational commitment. Thus, for the given relationship, the changed R square value is 0.398, and $R = 0.634$ that provides clues for further analysis in order to confirm the desired prediction. Similarly, the ANOVA table also provide significant information in reaching decision.

Table 3 Regression Analysis

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 10.731 | 1 | 10.731 | 117.519 | .000 ^a |
| | Residual | 15.980 | 175 | .091 | | |
| Total | | 26.712 | 176 | | | |

a. Predictor: Organizational commitment

b. Dependent Variable: Knowledge Sharing Behavior

The table 3 (ANOVA) shows the results of the simple regression test, which found a significance of $F=117.519$ at $p<0.05$ for the relationship between information sharing activity and organizational engagement, showing that the result supports the study's first hypothesis that provides the clues for coefficient of regression.

Table 4 Regression Analysis

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|---------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.506 | .282 | | 5.349 | .000 |
| | Organizational Commitment | .676 | .062 | .634 | 10.841 | .000 |

a. Dependent Variable: Knowledge Sharing Behavior

The slope values reveal the strength of relationship and intercept for information sharing activity. The constant value is 1.506, and the slope of regression line is 0.676, showing that a one-unit shift in organizational engagement will predict 0.676 units of change in the information sharing activity as shown in Table 4. The results provide significant information and thus hypothesis was accepted from these results.

Table 5 Regression Analysis

| Model | R | R Square | Adjusted R Square | Std. Error of Estimate |
|-------|-------------------|----------|-------------------|------------------------|
| 1 | .704 ^a | .496 | .493 | .27732 |

a. Predictors: Job Satisfaction

b. Dependent Variable: Knowledge Sharing Behavior

The hypothesis was about prediction of knowledge sharing behavior through job satisfaction, and results of the simple regression test are shown in Table 6, with significance $F=172.321$ at $p<0.05$ for the relationship between knowledge sharing behaviors and job satisfaction. As a result, findings are research's second hypothesis.

Table 6 Regression Analysis

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 13.253 | 1 | 13.253 | 172.321 | .000 ^a |
| | Residual | 13.459 | 175 | .077 | | |
| Total | | 26.712 | 176 | | | |

a. Predictors: (Constant), Job Satisfaction

b. Dependent Variable: Knowledge Sharing Behavior

The slope values investigate the strength of this relationship and the intercept for knowledge sharing behavior. In table below, the constant value is 1.187, and the slope of regression line is 0.728, showing that a one-unit shift in work satisfaction will predict 0.728 units' change in knowledge sharing behavior. Table 7.

Table 7 Regression Analysis

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 1.187 | .257 | | 4.618 | .000 |
| Job Satisfaction | .728 | .055 | .704 | 13.127 | .000 |

a. Dependent Variable: Knowledge Sharing Behavior

Table 8 Regression Analysis

| Model | R | R Square | Adjusted R Square | Std. Error of Estimate |
|-------|-------|----------|-------------------|------------------------|
| 1 | .429a | .184 | .179 | .35296 |

a. Predictors: (Constant), Job Involvement
 b. Dependent Variable: Knowledge Sharing Behavior

With significance, $F=39.413$ at $p<0.05$ for relationship between information sharing activity and job participation, results of simple regression test are shown in Table.9. As a result, finding validates study's third hypothesis.

Table 9 Regression Analysis

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|-----|-------------|--------|-------|
| 1 Regression | 4.910 | 1 | 4.910 | 39.413 | .000a |
| Residual | 21.802 | 175 | .125 | | |
| Total | 26.712 | 176 | | | |

a. Predictors: (Constant), Job involvement
 b. Dependent Variable: Knowledge Sharing Behavior

The slope and intercept values for knowledge sharing behavior are used to investigate strength of relationship. In table below, constant value is 2.605, and regression line has slope of 0.433, showing that one unit change in job participation will significantly predict 0.443 unit change in knowledge sharing behavior. Thus, the results provide significant information in reaching the decisions about the research hypotheses that further helps in reaching the desired conclusion of research to produce desired information.

Table 10 Regression Analysis

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-----------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 2.605 | .311 | | 8.377 | .000 |
| Job Involvement | .433 | .069 | .429 | 6.278 | .000 |

a. Dependent Variable: Knowledge Sharing Behavior

DISCUSSION & CONCLUSION

The above data analysis has shown that the proposed conceptual model is important. Each variable examined revealed a significant relationship. The three hypotheses have all been tested, and there is a clear positive correlation between independent and dependent variables. As a result, Mobilink Telecommunications of Pakistan will benefit from investing resources in improving job attitudes in order to increase knowledge sharing behavior, which will lead to improved overall organizational efficiency. The employees who have a positive attitude at work are also more likely to share their experiences, according to the results. The findings support the valuable existing studies on the effect of knowledge sharing and different determinants of the job attitudes (Lin, 2007; Saide & Rahmat, 2014; pattarikachinchang, 2015; Nizar Mansour & Abdallah Al-Zahrani, 2017). Thus, most the firm consider both the external and internal rewards for inspirations that the prompt knowledge sharing behavior. However, very few people in the company were conscious of significance of knowledge sharing behavior. As a result, the current investigation will be important, particularly for Mobilink Telecommunications and other industries seeking to enhance their services through the knowledge sharing behavior.

The results of the relationship between knowledge sharing behavior and attitude at work help the organizations become more efficient and allow for the long-term business survival. Based upon the findings of this report, management could understand how to enhance knowledge sharing behavior by putting various job attitudes to practice in order to improve their relative execution. Thus, the administration must implement various activities that will make the workplace more pleasant for these employees by encouraging them to share their experiences with their co-workers and other members of the company. Aside from these advantages, this study has some limitations that require further analysis. Only cross-sectional data were examined in this analysis for hypothesis testing. Longitudinal data may be used in the additional analysis. The second significant drawback of this analysis is that no moderation or mediation variables were used, implying that further studies may be performed. This study only focuses on the Hazara division of Khyber Pakhtunkhwa, Pakistan. As a result, research could influence the analysis's reliability and generalizability to other countries and industries. In this connection, further study in other countries, contexts and geographic areas is therefore recommended.

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