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Motivational Elements of Online Knowledge Sharing Among Employees: Evidence from the Banking Sector

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Abstract. This study aims to examine the impact of self-efficacy, reputation, reciprocity, altruism, and enjoyment on the online knowledge sharing among employees. The study was conducted in the banking sector. The data were collected from four private banks. Smart-PLS., was applied to analyzed 187 valid questionnaires. The results indicated that self-efficacy, reputation, reciprocity, altruism, and enjoyment have a positive and significant impact on online knowledge sharing among bank employees. Therefore, banks should establish a conducive online knowledge-sharing environment to encourage reciprocal connections and interpersonal interactions among employees. Employees that actively participate in knowledge exchange are encouraged, which help in stimulating the reciprocal online knowledge sharing behavior. The comprehensive model of this study proposes to measure online knowledge sharing in the Banking Sector. The present literature does not take into account such a broad perspective.

Keywords: Online Knowledge Sharing, Motivation, Reputation.

1 Introduction

At the present time, working individuals are increasingly turning to the internet for new information and skills. As a result, employees must acquire information and increase their technical capabilities via the internet sources in order to utilize knowledge-intensive activities. The Internet has surpassed printed media as the primary source of information, and realizing how to get information and knowledge via the internet has become a critical area of various studies [1].

The Internet has provided individuals with unparalleled access to information resources; online reading and retrieval have become the primary method of obtaining information. Furthermore, online information reduces the cost of seeking both time and efficiency [2]. Bharati et al. [3] emphasize the importance of internet platforms in facilitating online knowledge exchange by expanding individuals' reach beyond face-to-face contact. Knowledge is not an item that can be easily acquired, transported, shared, or traded based on its location [4]. Nonetheless, one of the most challenging difficulties confronting businesses is motivating knowledge sharing (KS) [5]. KS is

critical for organization because it allows people to transfer their knowledge into organizational knowledge, resulting in new knowledge [6]. In most cases, the reason for doing anything is related to the individual's motivations. The current study will examine five elements that are considered the most critical motivational factors behind online knowledge sharing, these elements are: (reputation, self-efficacy, reciprocity, altruism and enjoyment). A few studies have been conducted to measure these elements in Iraq, particularly with online knowledge sharing. In spite of this, our expertise in online information-sharing remains limited [7]. Previous studies, which were conducted in different countries with different cultures and banking systems, cannot be compared to the Iraqi context. Especially, investigating the antecedents of online knowledge sharing in the banking industry. This study aims to test the impact of reputation, self-efficacy, reciprocity, altruism, and enjoyment on the online KS among employees in the banking sector.

2 Literature Review and Hypotheses Development

2.1 Online Knowledge Sharing

The pandemic of COVID-19 has opened the road for online KS among individuals in an organization through online platforms such as Google Meet, Zoom, Microsoft Teams, and others. Thus becoming the new trend in working and collaborating among individuals. The importance of online knowledge exchange in the organization has received a substantial attention since organizations' interest in shifting work settings to an online or virtual platform is growing. The online KS means to transfer and exchange information and knowledge among individuals through online platforms [15].

The importance of online KS inside the organization and workgroups has been recognized as critical factor in increasing productivity [16]. Individuals share knowledge online, which is crucial for organization when individuals operate from different locations, particularly during the COVID-19 pandemic. Through information exchange among individuals and knowledge recording for reuse, online KS helps firms gain a competitive advantage [17]. The transmission of knowledge online among individuals in a company is called online knowledge sharing behavior [18]. Individuals can contribute to generating organizational knowledge by exchanging ideas and knowledge assets through active online KS.

Online knowledge sharing is highly related to technological dimensions. IT enables new ways of working and cooperating among individuals in the workplace, and they are usually viewed as helpful in knowledge sharing [16]. An online platform must offer appropriate features and attributes, such as usability and user-friendliness to drive knowledge sharing behavior. When the online knowledge platform is of good quality, it is expected that more individuals would utilize it to exchange knowledge [19]. Traditional library-based information-seeking is being replaced by online information, opening new frontiers for knowledge management [7]. Employees in an organization can integrate and share their knowledge face-to-face and online, leading to better performance, more productivity, and innovative skills, which is considered a keys in giving the organization a long-term competitive advantage [20]. The underpinning theory of the current study consisted of expectancy theory, which applied to KS, and social cognitive theory, which applied to IS.

2.2 Hypotheses development

Reputation

Reputation is considered a motivational factor that enhances online knowledge sharing among individuals. Usually, individuals tend to share their knowledge online if this KS is recognized [16]. To increase their reputation as a professional in coworkers' eyes, individuals may share information to brag about or let colleagues know that they are informed and hold valuable expertise. Individuals will provide information if they believe it will help them improve their reputation. Nguyen et al. [16] reported that individuals tend to share their knowledge online to enhance their reputation, and empirically reported reputation had a significant impact on online KS among banks employees. However, Hosen et al. [24] indicated in their study conducted among students in 10 private universities in Malaysia that reputation had a substantial effect on knowledge sharing, and reputation can increase the intention of knowledge sharing. Therefore, reputation significantly impacts KS intention [25], and the quantity of KS [26]. Thus, the researchers postulate the following hypothesis:

H1: Reputation has a positive and significant impact on online KS among banks employee.

Self-efficacy

According to Olatokun and Nwafor [27], the employees will not share their knowledge without self-efficacy and indicated that self-efficacy is the main condition for knowledge sharing. Self-efficacy is the belief in one's ability to provide helpful knowledge to others. Employees are more likely to share their knowledge when they have a sense of self-efficacy about their profession [12]. Individuals with high levels of self-efficacy are more willing to share their knowledge, leading to KS. self-efficacy is able to enhance and improve online knowledge sharing [7] and reported self-efficacy has a significant impact on online KS. Nguyen et al. [16] reported online KS significantly impacted by self-efficacy in the context of the banks' sector. However, self-efficacy had a considerable effect on KS [4] and the quantity of KS [26].

H2: self-efficacy has a positive and significant impact on online KS among banks employee.

Reciprocal

Individuals' perceptions of reciprocity include the belief that the present of KS behavior will lead to future KS by others. Therefore, when individuals offer their information to others, they may assume that others will reciprocate their knowledge [16]. As a result, information givers frequently expect to be compensated for their efforts [13]. Therefore, individuals tend to have a high level of reciprocity when they offer information and receive KS by others in return [12]. Empirically, Nguyen et al. [16] reported that reciprocity has a significant impact on online KS among employees. reciprocity enhanced and improved the online KS, and statistically, reciprocity had a significant effect on online KS [30]. Similarly, Hoseini et al. [25] indicated that reciprocity significantly impacted the KS intention. Al Hawamdeh and AL-edenat [4] reported that reciprocity has a considerable impact on KS and the quantity of KS [26].

H3: Reciprocity has a positive and significant impact on online KS among banks employee.

Altruism

Altruism refers to the selfless act of helping others without expecting anything in return. In an online community, altruism is critical to knowledge sharing. altruism is a personality trait that motivates people to actively assist others in attaining a set of goals while improving their learning performance [24]. altruism is the extent to which an individual is prepared to help others without expecting anything in return [25]. Empirically there is no broad agreement on the impact of altruism on KS. According to Hoseini et al. [25], altruism has a significant impact on KS, and altruism is able to increase the intention of KS among individuals. In addition, Sedighi et al. [26] indicated that altruism had a statistical effect on KS quantity. On the other hand, Hosen et al. [24] reported that altruism had an insignificant impact on KS among students.

H4: Altruism has a positive and significant impact on online KS among banks employee.

Enjoyment

The level to which individuals believe that sharing information will result in the sense of enjoyment is known as enjoyment [15]. People usually visit a website if it entertains them. The experience of happiness when using mobile applications in both deliberate and unconscious phases contributes to the users' participation [32]. Individuals who prefer sharing their knowledge have an internal incentive that stems from a sense of moral duty, which typically outweighs the urge to maximize self-interest [33]. enjoyment statistically has a significant impact on the intention of KS [25]. In addition, Al Hawamdeh and AL-edenat [4] reported that enjoyment could enhance the KS and enjoyment has a significant impact on KS.

H5: Enjoyment has a positive and significant impact on online KS among banks employee.

3 Methodology

The data for this study were gathered through a self-administered questionnaire, and a quantitative method was used to do it. The quantitative approach is widely used in business research [34].

And the questionnaires ensure to collect the data in a short time, less effort and with a high number of respondents [35]. Additionally, this study used the convenience sampling method. Three hundred questionnaires were distributed among employees in four private banks in Erbil, Kurdistan Region, Iraq. A 198 questionnaires were returned, and the response rate was 66%. Therefore, after checking the missing values and outliers, 187 questionnaires were valid for analysis. Of the total sample, most of the respondents were male, with 63%, and females, with 37%. Additionally, most of the employees held bachelor's degrees with 88.2% and were between 20 and 39 years old with 88%. Additionally, the data were analyzed by Smart-PLS 3.33 and all the instruments adopted from previous studies are depicted in Table 1.

4 Results

In this section, Smart-PLS will use two steps to analyze the data: Measurement model and structural model. The first measurement model, the purpose of this step is to measure the validity, reliability, convergent and discriminant validity.

The factor loading cutoff level as recommended by Hair et al. [36] is 0.7. all the factor loading showed greater than 0.7 as depicted in Table 1, except ALT1 and ATL5 showed poor loading thus they were removed. Additionally, the reliability is measured by two indices, the Cronbach's alpha (CA) and Composite Reliability (CR); the cutoff level for both mentioned indices are 0.7 [36], and as depicted in Table 1, both CA and CR values are greater than 0.7 thus the reliability has been achieved. Finally, the convergent validity is measured by the average of variance extracted (AVE), and the cutoff level of AVE should be 0.5 or greater [36]. As illustrated in Table 1, all the AVE values are <0.5. Thus, Convergent validity has been achieved.

Table 1 Construct Reliability and Validity

	Items	Outer loadings	CA	CR	AVE	Sources
Altruism	ALT2	0.726	0.801	0.869	0.625	[24]
	ALT3	0.846				
	ALT4	0.821				
	ALT6	0.764				
Enjoyment	ENJ1	0.790	0.944	0.953	0.743	[15], [37]
	ENJ2	0.897				
	ENJ3	0.923				
	ENJ4	0.842				
	ENJ5	0.885				
	ENJ6	0.897				
	ENJ7	0.788				
OKS	OKS1	0.802	0.905	0.930	0.726	[7], [24]
	OKS2	0.850				
	OKS3	0.890				
	OKS4	0.879				
	OKS5	0.837				
Reciprocal	REC1	0.816	0.887	0.917	0.690	[15], [37]
	REC2	0.853				
	REC3	0.887				
	REC4	0.824				
	REC5	0.768				
Reputation	REP1	0.812	0.875	0.909	0.668	[24]
	REP2	0.876				
	REP3	0.855				
	REP4	0.743				
	REP5	0.794				
Self-Efficacy	SE1	0.832	0.904	0.929	0.723	[7], [37]
	SE2	0.894				
	SE3	0.842				
	SE4	0.849				
	SE5	0.833				

The Heterotrait-Monotrait Ratio (HTMT) should be < 0.90 [36]. Table 2 illustrates all the HTMT values are less than 0.90. thus, the discriminant validity has been achieved.

Table 2. Heterotrait-Monotrait Ratio (HTMT)

	Altruism	Enjoyment	OKS	Reciprocal	Reputation	Self-Efficacy
Altruism						
Enjoyment	0.183					
OKS	0.458	0.126				
Reciprocal	0.369	0.073	0.512			
Reputation	0.425	0.087	0.606	0.389		
Self-Efficacy	0.299	0.064	0.523	0.479	0.577	

The second step is the structural model, in this step, the researchers will test the proposed hypotheses. This step showed the R^2 is 0.44 which means that the independent variables explained the dependent variable by 44%, which is considered moderate [36]. The hypotheses results showed that all the proposed hypotheses were accepted, as illustrated in Table 3 and Figure 1. The H1, H2, H3, H4 and H5 showed the P-value <0.05 and the T-value > 1.96; thus, all the hypotheses are supported.

Table 3. Hypotheses Results

Hypotheses paths	**Original Sample**	**Sample Mean**	**Standard Deviation**	**T Values**	**P Values**	**Result**
H1: Reputation -> OKS	0.322	0.324	0.058	5.556	**0.000**	Supported
H2:Self-Efficac -> OKS	0.180	0.179	0.063	2.872	**0.004**	Supported
H3: Reciprocal -> OKS	0.231	0.230	0.055	4.219	**0.000**	Supported
H4: Altruism -> OKS	0.143	0.145	0.045	3.198	**0.001**	Supported
H5: Enjoyment -> OKS	0.111	0.115	0.048	2.326	**0.020**	Supported

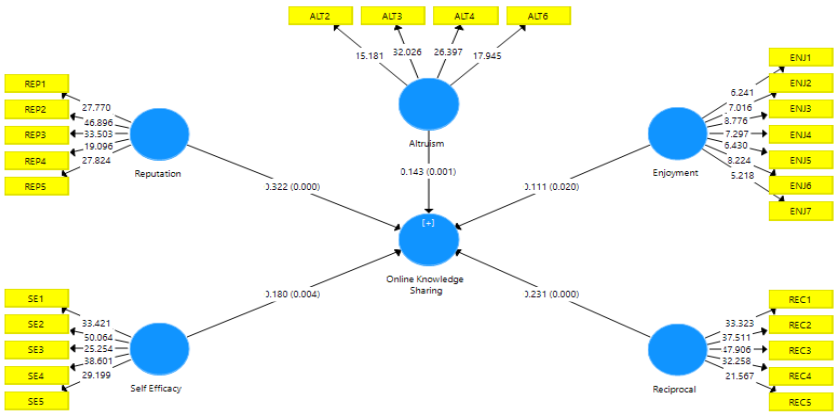

Fig. 1. Structural Model

5 Discussion

The results of this study indicated that self-efficacy significantly improve the online KS among the employee; this result is in line with previous studies [7], [16]. When the employees have a sense of self-efficacy, they tend to share their knowledge among peers on online platforms. However, individuals with strong self-efficacy are more likely to share their expertise online among peers, according to the current findings. Individuals with a high level of self-efficacy are more inclined to participate in organizational activities and wish to contribute. Furthermore, because they are obedient and perform well in their tasks, they tend to share expertise to guarantee that they operate successfully and prevent errors. Since online knowledge sharing is typically voluntary, self-efficacy is critical. Employees who mistrust their ability to share knowledge are less likely to engage in online knowledge sharing behaviors.

The results indicated the reciprocity can significantly improve the online KS among the employee, this result in line with previous studies [4], [16], [30]. reciprocity benefits can heavily influence individual attitudes toward online KS. As a result, when individuals have strong reciprocity, they are more inclined to share knowledge online throughout the organization and among peers. Yet, increased reciprocity in the workplace leads to information sharing online and resources exchange, resulting in joint gains such as maintaining capital and improving performance.

The results also indicated that enjoyment significantly improved the online KS among the employee; this result is in line with previous studies [4], [25]. Individuals tend to share the knowledge online when they feel this action is enjoyable. Therefore, managers should improve employees emotional state during online KS in order to boost self-enjoyment. Nevertheless, enhancing job design by giving employees greater autonomy may also help them build a sense of self-enjoyment.

The results also indicated that reputation significantly improved the online KS among the employee. This result is in line with previous studies [16], [24], [25].

The findings also revealed that employee reputation is a significant motivator for online knowledge sharing. Thus, efficient usage of online knowledge sharing is advantageous for job efficiency because of its communication visible properties, such as message transparency and network translucence. Moreover, individuals may determine "who knows what" and "who knows whom" by sharing knowledge online, this action helps to develop meta-knowledge and reduce repetition at work. Therefore, enhancing the employee's reputation is the primary motivator for online KS. Furthermore, establishing a favorable image and reputation is beneficial to the banks' sector since it builds trust among its employees.

Finally, the results indicated that altruism significantly improved the online KS among the employee this result in line with previous studies [24], [26]. Motivated individuals by altruism seek pleasure in assisting others without expecting anything in return. Individuals assist for many reasons. Some may be altruistic, while others may not. The importance of altruism is that it seems to be an exception to the widely held belief that behavior is governed by rewards and punishments and the implication that individuals are fundamentally selfish.

6 Conclusion

This study examined the motivational elements that lead to online knowledge sharing among employees in the banking sector. The results indicated that self-efficacy,

reciprocity, enjoyment, reputation, and altruism are significantly impact online knowledge sharing among the employees in the banking sector. However, reputation showed the most critical element that encourages the employees to share their knowledge; this might be due to the country's culture, and the people pay more attention to their reputation than other elements. The findings showed that several factors could motivate the employee to share the knowledge online. Banks may create a variety of incentive schemes to encourage employees to use their internet search skills in knowledge sharing with colleagues.

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