Does the Knowledge Sharing Self-Efficacy Moderate the Relationship between Knowledge Collecting Behavior and Social Networking?

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ABSTRACT

Purpose: Today, the biggest challenge most organizations are facing is how to make effective use of available social networking technologies for enhancing employees' proficiency and productivity. That has recently gained considerable attention from organizations around the world that are encountering a pattern change in their overall business environment and specific operational requirements. The purpose of this study is to examine the direct impact of knowledge collecting behavior on employees' productivity and an indirect effect through social networking technologies.

Design and Methodology: The sample data were collected from employees working in service sector organizations located in Islamabad, Rawalpindi, and Wah Cantt, cities of the Northern Punjab region of Pakistan. Structural Equation Modelling technique using the Smart PLS software tool was applied to the data for statistical analysis.

Findings: The results have shown that the hypothesis direct effect of knowledge collecting behavior and an indirect effect through knowledge sharing self-efficacy on social networking are significant. Furthermore, the self-efficacy factor proved to be a significant positive moderator in strengthening the direct relationship between knowledge collecting and social networking.

Implications: The findings provided useful insight for policymakers in service sector organizations for planning effective use of social networking technologies and crafting knowledge collecting behavior among employees for achieving desired organizational outcomes. The study also identified useful future avenues for researchers to extend their studies on similar lines.

Keywords: Knowledge Collecting, Social Networking, Knowledge Sharing Self-efficacy.

1. Introduction

One of the greatest challenges is to increase online social networking in different service sectors, management is advised to specify network within these domains. This will aware the employees of their personal, professionals, and technical risks and the implication of social networking. This awareness benefit employees positively in enhancing their productivity and

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organization business (Yeshambel et al., 2016). Scholars have analyzed that employee's productivity improves through the advancement of technology, the use of various software, and social networking which enables them to collect knowledge and share information (Okkonen et al., 2019). Scholars from the management background have introduced and implemented different methods and techniques to enhance the output of the physical workforce related to their productivity and working practices (Drucker, 1999; Fernández et al., 2013; Iazzolino & Laise, 2016; Moussa et al., 2017). Most of the organizations involved in the service industry are trying to mainly focus on knowledge, information, and the digital economy in the 21st century. Organizations' hub is to deliver valued and standardized quality services to their consumers. For this reason, the leading confronts of authorities, management scholars, and policymakers are to develop methods to increase the productivity of employees who have the expertise, experience, and advanced knowledge and help in shaping and crafting academia and advance working systems and jobs introduced in the twenty-first century (Shujahat et al., 2019).

Today service sector is advancing day by day, researchers are investigating the application of knowledge that crafts innovation and creativity in service methods (Rahman, 2020). The service sector of Pakistan has exhibited total advancement of 4.71% in the year 2018 and 2019 by the Pakistan Economic Survey. The social work, health, education, and information technology sectors had a positive incline of 7.05%. A 5.14% increase was seen in the banking sector and insurance offices, though, scheduled banks, insurance companies contributed 12.8%, 34.6%, and 5.3%, correspondingly. An uplift is recorded in the sector of communication, storage and transport division 3.34%, airborne operations 3.38%, transportation 3.85%, and railways 38.93%. Development of 7.99% is presented in executive authorities, while, an incline of 4.0% is in housing services. In 2018-19 value is added in the livestock, retail, and wholesale sector of the country. As the service sector is considered to be the major pillar that is contributing to the country, thus, knowledge collecting behavior via social networking and employee productivity in this domain are significant variables to research and analyze.

The organizations which encourage knowledge collecting and sharing culture have a positive impact on efficiency, employees develop the capability and skill to address different problems (AlShamsi & Ajmal, 2018). The knowledge collecting feature and procedure is commonly used by social networking as their platform. Most of the firms are implementing social networking systems according to the nature of their work to seek and distribute knowledge, which distinguishes them from the traditional trend of acquiring and donating knowledge (Oostervink et al., 2016). Organizations that allow their personnel to take advantage of social networking at offices achieve more commitment and higher productivity from their workforce (Rogers, 2018).

According to (Alshahrani & Pennington, 2018) are probing the foundations of knowledge sharing self-efficacy that affect the use of social networking on knowledge collecting and transferring. Hands-on implications can retrieve the productive use of social networking on knowledge donating and sharing. Moreover, it is stated that knowledge sharing self-efficacy

mentions individual self-confidence for their expertise to share information directly or on social networks. The researcher investigated and found that employees' social communication and knowledge sharing self-efficacy has an optimistic influence and encourages them to communicate proficiency and information on social networking (Kwahk & Park, 2016).

The projected relationship theoretically, has been sustained by intellectual capital theory and social network theory. The intellectual capital theory is taken from a human capital theory that connects information to wealth or assets (Stewart & Ruckdeschel, 1998). This theory promotes the idea that the organization's successes depend on how organizations capitalize and derive the knowledge of their employees and use it for their competitive advantage. Personnel is encouraged to share their acquired proficiency, experiences, and skills with different people in person or through social networking within the organization or outside so that people can take advantage of that information and learn about the expertise to develop themselves to give more and better output at the workplace. Furthermore, Social network theory supports information sharing and collecting via social networking between groups, people, and teams inside the company or externally (Lin & Lu, 2011). Knowledge sharing self-efficacy is a unique concept that states to communicating different experiences and ideas produce information by collecting data from various sources and converting the information from explicit knowledge to tactic (Huang & Shih, 2009). Knowledge sharing self-efficacy is one of the major motivational aspects of an individual for sharing his valuable skills, experiences, and knowledge directly and indirectly for other people's benefits while using social networking technologies (David et al., 2018). The current research model is supported by the Social Network theory as it reflects as an encompassing theory.

Thus, current research is intended to answer the research question of whether knowledge collecting behavior significantly impacts social networking and whether knowledge sharing self-efficacy significantly moderates among the two features to build the important relationship.

The service organizations in developing countries like Pakistan need to empirically examine the application of Social Networking techniques for improving knowledge collecting behavior and knowledge sharing self-efficacy (Raja & Ansari, 2018).

2.   Literature Review

2.1   Knowledge Collecting and Social Networking

Social networking reduces resistance which connects the workforce in two methods: Primarily, social networks motivate individuals to connect with different people, make aware of each other, and look at various online activities (Leonardi & Meyer, 2015). Social networking is the platform in which people by viewing their fellow workers learn different types of knowledge and documents are transferred (Leonardi, 2014).

In addition, social networks make available individuals a podium socialize smoothly. Communication at these platforms helps people to join discussion forums whenever they want to interact (Ellison et al., 2015). The resolution has an important factor for supporting communication between people as information transferring is not a diverse act. A user on social networking is allowed to review, edit and post different information and people discuss different topics. People are not time constraint for this practice, they share information and knowledge whenever they want to exercise this practice (Treem & Leonardi, 2013). It is argued by the researcher that sometimes it is difficult in sharing knowledge in a company as there is uncertainty about who the target is and how to interact with them. But if knowledge is observable on social networking that decreases such type of doubts between the target and the source (Leonardi & Meyer, 2015).

Many social-related theories give an insight to the management about the effect and emergent of societal and communication methods at the place of work (McKinlay et al., 2017). Moreover, the theories point out the significance of mounting effects and interactive practices inside the company (Grant, 2021). The companies which establish viable collaborative methods offer the institution to participate vigorously in communicating with the workforce that highlights the worker's and organization's objectives towards employee's and company's growth (Morgan et al., 2017). Introducing and implementing the social network in the organization will enhance workforce intellectuality and will help in growing participation, job satisfaction, productivity, and contribution of personnel (Grant, 2021).

Knowledge collecting means gathering valuable information within the organization and from the external environment (El-Helaly et al., 2015). The use of social networking surely increases knowledge directly, this platform facilitates and complements long-term communication apprehension (Leonardi, 2014, 2015). Knowledge seeking is possible because of social networking. According to the concept of information science, knowledge collecting is an intentional or deliberate effort to fill the gaps in our learning (Cole, 2017). The present study will analyze the undermentioned hypothesis:

H1: There is a positive effect of knowledge collecting (KC) on social networking (SN)

2.2   Knowledge Sharing Self-efficacy as a Moderating Factor

The meaning of knowledge sharing self-efficacy has been considered as individuals' judgment about their abilities and competence to consolidate and perform paths of actions that are essential to achieve a definite level of achievement and the ability to achieve an objective that can benefit others (Chen & Hung, 2010). It is considered as personal belief and capabilities to provide maximum output while using own expert knowledge and experience, that motivate others to get involved in a job they are confident to accomplish (Puspitasari, 2021).

Moreover, knowledge sharing self-efficacy has been considered the most important aspect in knowledge sharing behavior, affluent literature is present which showcase that it has an impact

on knowledge sharing, and scholars has shown interest in analyzing knowledge sharing self-efficacy role in forecasting knowledge sharing behavior (donating and collecting information) (Kaewchur & Phusavat, 2016). It has been observed that knowledge-sharing self-efficacy is positively associated with knowledge collecting behavior (Bilginoğlu & Yozgat, 2018).

Furthermore, individuals should be provided with the maximum possible resources and tools for self-efficacy skills, according to (Boateng et al., 2017) every employee should be given confidence for contributing their expert knowledge to others, which will lead to knowledge sharing success for both receiver and donator. These findings also provide the argument that knowledge sharing self-efficacy should be given priority to envisioned success related to information sharing.

Scholars commended that employees and individual be provided prospects for consolidating and establishing knowledge-sharing self-efficacy skills, which will enhance their performance in an organization. According to the author when knowledge sharing self-efficacy will improve among people, the behavior of sharing and collecting knowledge will be maximized. To enhance and implement this process, employees should be given free hand for open arguments and discussions that are valued by others (Safdar et al., 2020). In view of the above, the current study will consider that:

H2:   *High level of knowledge sharing self-efficacy (KSE) positively moderates the relationship between knowledge collecting (KC) and social networking (SN)*
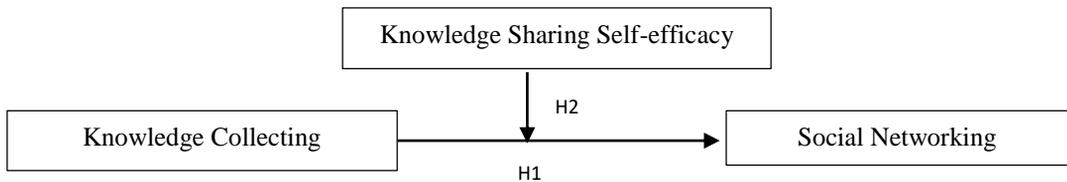

Figure 2.1. Research Model

3.   Methodology

3.1   Population and Sampling

Operational staff and faculty personnel employed in financial institutes and the education sector are taken as the population of the research residing in Wah Cantt, Rawalpindi, and Islamabad Pakistan. Through a self-administrative questionnaire after determining the sample size data is collected. To define the sample size, a convenience sampling technique is implemented. A total of five hundred survey forms were distributed to the respondents. Eighty percent was the response rate after resuming 403 responses. A software named G Power and (Krejcie & Morgan, 1970) design was applied to define optimum sample size. A new technique to determine sample size G Power is utilized. To calculate the sample size of the respondents and analyze power, which is vital for the

research this software is practically applied. The test implemented are chi-square, f test, z test, exact test, and t-test, this software is suggested for power analysis (Faul et al., 2007). A considerable sample size of 403 was attained to get accurate outcomes. Calculation of the sample size using G power is shown in Figure.3.1.
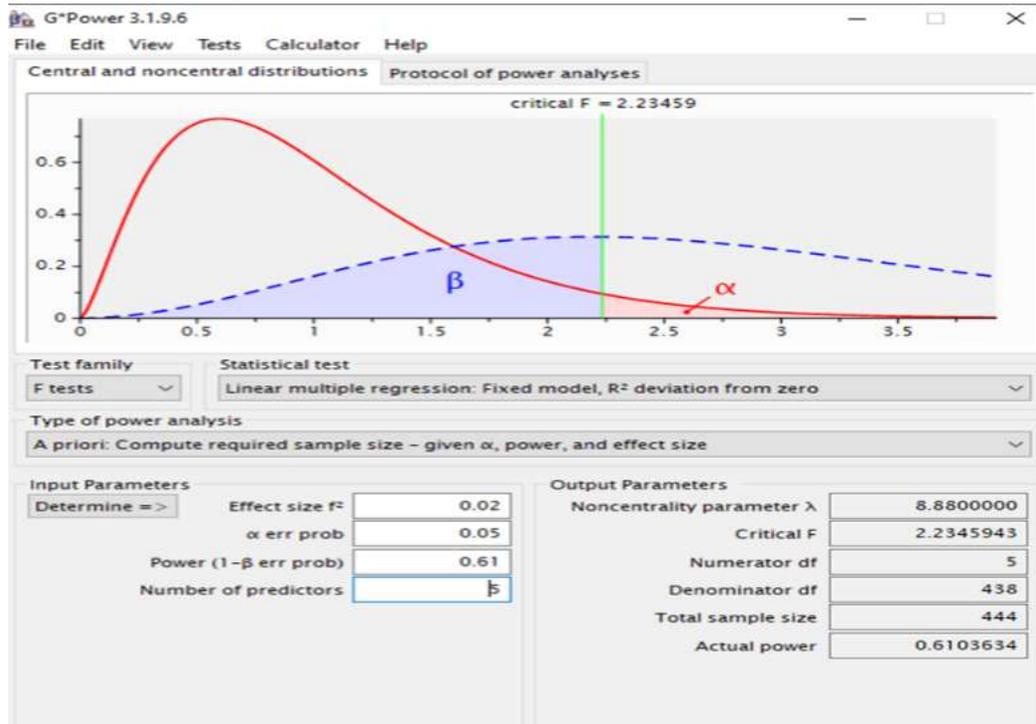

Figure 3.1. Sample Size Determined by G Power

Data is gathered data from the respondents through a self-administrative questionnaire while conducting a survey. The questionnaire is prepared in the English language as the respondents are qualified and Pakistan's official language is also English, therefore the survey form is not in the Urdu language. The survey form consists of two parts, the first part of the questionnaire shows demographic info that consists of gender, age, experience, and personal information of the respondents.

3.2   Research Instruments

This phase consists of three variables which are knowledge collecting, social networking, and knowledge sharing self-efficacy. The questions included in the instruments, feedback is taken from the respondents. Utilizing a five-point Likert Scale i.e., 1 for strongly agree to 5 for strongly

disagree information from the targeted respondents for all variables. The original questionnaire was followed for the current study survey form.

Table 3.1: Distribution of Instrument Variables

S. No	Variables	Items	Sources
1.	Knowledge Collecting	03	(Van Den Hooff & De Ridder, 2004)
2.	Social Networking	06	(Kuegler et al., 2015)
4.	Knowledge Sharing Self-efficacy	04	(Kankanhalli et al., 2005)

4. Data Analysis

4.1 Statistical Analysis

In two points the statistical analysis of data is measured: First through Preliminary Data Analysis and Structural Equation Modelling (SEM).

4.2 Preliminary Data Analysis

Initially, MS Excel Software analysis packages will be used for data coding. This software is generally used for primary testing and coding to quantify data's normal situations like unengaged responses and missing values. When the gathered data is validated for normality conditions, to import the collected data into Smart PLS for further scrutiny, the file will be saved in the "CSV" format.

Structural equation modelling (SEM). Measuring two or more relationships of known and unknown variables, the instrument applied is the partial least squares structural equation modelling (PLS-SEM). This method is mostly practiced in social sciences and different fields like hospitality management, tourism, marketing, etc. PLS-SEM also influences numerous scientific fields namely: engineering (Durdyev et al., 2018), psychology (Willaby et al., 2015), and medicine (Menni et al., 2018). This famous tool has many valuable features that have increased its value and are spreading all over the world for the last many years. The advantages are 1) estimation of specific sensitive or mouldable measurable models (Ali et al., 2018) 2) capability to lever difficult models having small data (Hult et al., 2018), and 3) to generate conclusive hidden variables scores (Rigdon et al., 2019). PLS-SEM has become attractive to applied sciences, as it permits to test of relationships that are hypothesized and helps in forecasting and analyzing models (Sarstedt et al., 2017). PLS-SEM has overcome the difference of opinions i.e., which academic research is to be emphasized and which type of managerial effects are required to be originated (Shmueli et al., 2019).

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Internal consistency. To define the reliability of the measures in the research instrument, between items internal consistency is utilized. To establish internal consistency which decides for the scale of reliability, Cronbach's alpha is implemented for calculation (Hair Jr et al., 2014).

In the improvement segments of the projected study model to define reliability of data, the values estimated for internal consistency Composite Reliability and Cronbach Alpha are applied. Values 0.60 or greater for estimating the rate Composite Reliability and Cronbach Alpha decide the adequate position. Whereas, lower reliability is presented when the value is lesser than 0.60. Greater consistency of substances presents higher composite reliability (CR) value. Composite reliability (CR) and Cronbach alpha (CA) are in a satisfactory range between 0.60 to 0.80 of the present study, which is showcased in Table 4.1. A high degree of construct reliability of the items utilized in the present study instruments has a higher internal consistency of the values shown which have an upright degree.

Table 4.1: Internal Consistency Measures

Variables	Composite Reliability (CR)	Cronbach's Alpha (CA)
KC	0.81	0.64
SN	0.85	0.78

Note. KC=Knowledge Collecting, SN=Social Networking

Path coefficients. To calculate the structural idea of the present study, the path coefficient is applied for evaluation. Examining the strength and importance of the connection of two variables path coefficient values are used. Evaluating the relationships (path) between independent and dependent variables the method of "Bootstrapping" in Smart PLS is implied for attaining values. Likewise, to validate the significance of each path between the variables t and p values are evaluated. When critical values are calculated empirically, according to earlier researchers statistical t-value is greater than critical values, in the previous study, the path coefficient is calculated openly at a confidence level. T-value that is 0.95 is a boot out at a connotation gauge of 0.05 (Hair et al., 2014).

Calculating the strength of path coefficient, bootstrapping is the test which is also called nonparametric is applied through PLS-SEM (Hair et al., 2014). Path coefficient values are in the middle of +1 and -1. Thus, the higher strength of the relationship is close to +1, on the other hand, the relationship nearer to -1 portrays a weak relationship. The values of t, p, and path coefficient empirically are shown in Table.4.2 of the present study between the variables. According to the evaluation of the path, hypotheses acceptance and rejection are determined. Henceforth, as per the outcomes of the results, the hypotheses of the current study are at 0.05 which is the significance level.

Table 4.2: Path Coefficients

Path	Path Coefficient	Mean	Standard Deviation	t-Statistics	p-Values
KC ->SN	0.299	0.310	0.052	5.691	0.000

Note. KC=Knowledge Collecting, SN=Social Networking

4.3 Hypothesis Testing

According to the outcomes of the results which are gathered via PLS-SEM, while applying structural model all hypotheses were tested of the current study. To test the hypotheses, values of p, t, and coefficient are measured at 0.05 level. Based on these values every hypotheses was accepted. To evaluate the relationship of direct and indirect variables, three hypotheses are offered.

H1:   There is a positive effect of knowledge collecting on social networking.

According to the fallouts demonstrated KC and SN path coefficient value is considered as 0.299. The 0.000 is the p-value which shows the implication of the path coefficient. The t-value is 5.691 that is also significant of this path and is larger than the critical value of 1.96. As per experimental confirmation, the H1 hypothesis is acknowledged in the present study which impacts positively on KC and SN.

4.4 Evaluation of Moderator

The moderator variable in any study influences the relationship between independent and dependent variables in such a way that it could either impact the strength of the relationship or direct the relationship. The moderating effect is estimated by multiplying the values of each item of the independent variable with each item of the moderating variable and then calculating the multiplier effect over the dependent variable. The values of moderating effects are measured through either product indicator or two-stage methods in Smart PLS.

H2:   Knowledge sharing efficacy is a moderator between KC and SN

For the current research, the two-stage method has been adopted. At the first stage, the moderating effect has been estimated and the significance of the moderating effect is tested through t and p values. In a second stage, the two-way interaction term is measured to determine the strength of the relationship in terms of "high" or "low" for the value of the moderating effect.

Table 4.3 below highlights the value of the moderating effect as 0.152 (t=3.411, p=0.004) which determines the fact the KSE positively and significantly moderates between KC and SN.

Table 4.3: Significance of the Moderating Effect of KSE over KC & SN

Path	Path Coefficient	t-value	p-value
Moderating Effect KSE -> KC > SN	0.152	3.411	0.004

Note. Knowledge Collect (KC), Knowledge Sharing Self-efficacy (KSE), Social Networking (SN)

In a second stage, the two-way interaction term has been measured by entering the unstandardized path coefficient values of independent and moderator values along with the value interaction term (calculated in the previous stage) in the Microsoft Excel Worksheet (refer to Figure 2) developed by means of Jeremy Dawson (jeremydawson.co.uk). Since the present study hypothesized (H2) that a high level of knowledge sharing self-efficacy (KSE) emphatically strengthened the correspondence in the middle of knowledge collecting (KC) and social networking (SN). The upward slopes highlighted in Figure 2 confirmed the hypothesized moderating effect of KSE i.e. when KSE is higher, the relationship between KC and SN is positively strengthened. Thus, hypothesis H2 is accepted.
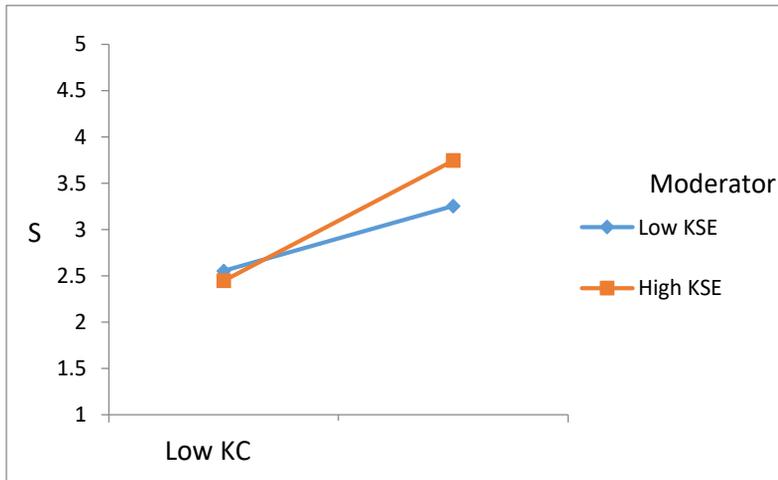

Figure 4.1. Two-Way Interaction Term

5. Discussion

The current study findings explain that knowledge collecting is positively (β=0.299, t=5.691, p=0.000) and significantly related to social networking. The results are the indirect provision of the studies that found the same results. Previously, according to the researcher, social networking

technologies and their contents are widely used by thousands of people worldwide. To strengthen these massive users, it is significant for the companies to increase the ability in knowledge collecting and examining social network technology for gathering informative knowledge for developing and forecasting marketing strategies and making wise decisions (He & Xu, 2016). Previous researchers were analyzing that organizations are concerned to develop and assess knowledge and information tools for collecting, analyzing, monitoring, visualizing social networking data to facilitate interaction and communication amongst individuals to extricate beneficial and practical methods and acumen (Fan & Gordon, 2014). This process requires about four distinctive actions that are discovering information, collecting knowledge, and preparing for further analysis or scrutiny (Stieglitz et al., 2018).

The current study hypothesized that observed knowledge sharing self-efficacy portrays a moderating role ($ß$=0.152, t=3.411, p=0.004) in a way that the high knowledge sharing self-efficacy strengthens the connection among knowledge collecting and social networking. Hence, the findings of the current research empirically verified the projected moderating role of knowledge sharing self-efficacy. Subsequently, the present study contributed to the present narrative by investigating the moderating role of perceived knowledge sharing self-efficacy. The empirical results have further supported the concept of knowledge sharing self-efficacy as a valuable contribution to determining knowledge collecting and social networking. Previously, (Kwahk & Park, 2016) investigated employees and concluded, knowledge sharing self-efficacy ties a strong bond with social networking and positively influences knowledge sharing behavior.

5.1   Implications of the Study

Firstly, the current research's findings will facilitate the management of modern companies to craft policies regarding disseminating professional knowledge among individuals working within the organization via intra social networking for collection and advancement of employee's professional knowledge and skills.

Secondly, the top executives establish measures of transferring and collecting information while using social networking tools. Using hi-tech communication channels will help employees for the collection of knowledge. While updating electronic libraries creates training environments in the organization for the employees. Employees get exceptional prospects to extract professional information already available in the automated libraries for the advancement of productivity.

Thirdly, the current study suggests management and authorities of Pakistan of the financial and academic-industry to create a culture within the company for improving workers' output and generating behavior of knowledge collecting via social technologies in the service sector.

Finally, managers, policymakers, and top management can draft policies for utilizing social networking technologies for boosting employees' productivity and making important decisions regarding business and workforce enhancement. Moreover, business leaders need to formulate

policies that can harness the knowledge collecting and sharing environment that further enhances self-efficacy behavior. They need to build organizational culture all-around the parameters of raising levels of awareness to support employee confidence for sharing their valued professional knowledge through social networking. This will further promote information-sharing behavior and will contribute to employee development, enhancement, and productivity within the organization.

5.2   Limitations and Recommendations

The current study developed an inclusive and in-depth research framework for predefined goals or aims of the study. Limitations are deliberated in this section, which arose during conducting this research study. Firstly, only four hundred and three respondents' faculty members and operational staff are analyzed of academic institutes and financial institutes of Pakistan, the larger sample size should be taken to have a broader vision and testing of the conclusions. Scholars in future studies should also examine the telecommunication industry, corporate, and other service sectors. In the second phase, the current study specifically examined only one region, in the future various banks and education institutes of different states and nations should be investigated. In the third phase, scales and instruments are utilized for the variables studied in the current study that are knowledge collecting, social networking, and knowledge sharing self-efficacy. Through reliability measures, the variables in the current research are tested empirically. The study used self-reported responses. Consequently, the answers of the respondents depend on the accuracy of the questions are answered. In conclusion, cross-sectional research is applied for data collection of the respondents one time. To comprehend results, the longitudinal mode should have opted in future research.

The target respondents were employees working in the service sector such as financial and academic institutes in Pakistan in the capacity of operational staff and faculty members of the present study. Moreover, to forecast visionary output, lower staff and managerial levels should be considered. Responses in a proportion of both levels will showcase critically thoughtful variations grade-wise. In place of cross-sectional mode, in future scholars may investigate in longitudinal approach. In the different periods, the longitudinal method will provide an understanding of results deviations of the respondent's intended insights. The framework of the present study will augment strong points theoretically and empirically. A longitudinal study may project different findings when self-reported responses change from time to time. This study may be critical in providing operative feedback or responses about the changed intentions of the employees after getting more experience or spending more time in the organization. This study is more effective on the newly hired employees, with the passage of time they alter and build their perception about the company as they get more familiar with their environment and rules and regulations of the organization. Hence, the longitudinal study offers a comprehensive and broader view for the service sector to cater to problems regarding employee productivity and knowledge collecting behavior. Furthermore,

structural changes or changes in the management strategies and policies can influence the way of thinking and outlook of the employees about the organization from time to time.

6.   Conclusion

To the current fiction, significance has been added to the present study and related variables that are social networking, knowledge sharing self-efficacy, and knowledge collecting. Significantly, the contribution of this current research while investigating the moderating effect of knowledge sharing self-efficacy on knowledge collecting and social networking.

Data of four hundred and three respondents were gathered through a survey form waged in financial and academic institutions as operational staff and faculty members in the cities named Wah Cantt, capital of Islamabad, and Rawalpindi. The structural prototype of the current study concealed empirically that the undeviating connection of knowledge collecting is positively associated with social networking. The partial mediating function of knowledge sharing self-efficacy amid knowledge collecting and social networking confirmed path analysis and it is also found that moderator has an effect on professed knowledge sharing self-efficacy and is positively associated with other two variables. It is unique and new research that has addressed the problem of moderating impact on financial institutes and universities personnel waged in Pakistan.

According to the above investigation and analysis, it can be mentioned that knowledge collecting is a unique proposal that can put its impact on the efficiency of employees by inspired by the culture of the organization. The employees working in the service sector are more conscious about the quality of services provided by them and their organization to their customers, therefore, they use the tool of social networking for collecting expert and professional knowledge. It has been analyzed in the present study that while utilizing these tools helps employees increase their productivity.

The hypothesis presented in the current research has achieved its target while justifying the findings of previous and new research. A creative and novel objective is provided by the present research to investigate further the moderating concept that is knowledge sharing self-efficacy that can help the organization to craft procedures to use social networking tools to disseminate and collect knowledge for enhancing employee's output.

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