

Investigating the Structure and Dynamics of Knowledge Sharing Behaviour and Enterprise Social Networking

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ABSTRACT

Introduction: Enterprise social networking (ESN) strategies have been widely adopted by businesses as a way to provide a venue for open employee communication. This study looks into how factors influencing knowledge sharing behaviour affect the use of enterprise social networking. It is based on the social capital idea. Knowledge sharing behaviour is influenced by knowledge donating and knowledge collecting.

Methodology: A self-administered survey of 380 telecommunications industry workers in the Punjab region of Pakistan was conducted. Smart PLS was used for statistical analysis by applying Structural Equation Modelling (SEM) technique.

Findings: The results demonstrate significant positive relationships between the knowledge sharing behavior and enterprise social networks. Employees perform better when engaged themselves in using social enterprise networks for information and knowledge sharing. Both knowledge sharing and knowledge collecting behavior strengthen the use of Enterprise Social Networking.

Keywords: Knowledge Sharing Behaviour, Knowledge Collecting, Knowledge Donating, Enterprise Social Network, Social Networking.

1. Introduction

Enterprise social networking systems (ESN) are associated with large technological investments that are vital to corporate success. Organizations are focused on stationing tools like ESNS as a result of technological improvement in an effort to advance knowledge management and Knowledge exchange (Hacker et al., 2017). The business can use ESNS, a social intranet, to develop, edit, and transfer knowledge (Qi & Chau, 2018). In order to determine whether there are any positive or negative implications between these constructs, researchers have focused on the link between ESN, KM, and KS (Qi, & Chau, 2018). However, it does place limitations on the ways in which

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KSB in enabling ESN can be applied, supported, and what elements are incorporated for enhanced knowledge-sharing behaviours.

To successfully handle this crucial asset, knowledge sharing behaviour is put to use and practiced (Friedrich et al., 2020) Knowledge sharing eventually turns into a valuable skill. To be successful, a business needs enterprise social networks to change as a result of knowledge sharing behaviour (Kim, Jun, & Han, 2023). ESN encourages beneficial organizational effects by boosting team collaboration and contribution through work-related behaviours including knowledge sharing (Çetinkaya et al., 2018). These findings confirm the benefits of ESN in promoting knowledge management activities, such as knowledge donating and collecting, however this field of study is still in its infancy.

For the effective implementation and use of ESNS for KSB, there aren't many rules, frameworks, and models available (Masood et al., 2023). The indicated research objective was the main focus of this review. In other words, there isn't a clear set of instructions for using ESNSs for knowledge sharing. This review's backdrop was the vast domain of the Telecommunication associations.

Despite the fact that knowledge exchanges in ESN have been thoroughly researched in the past, the content viewpoint hasn't yet been particularly likely to look into users' knowledge-donating and -collecting behaviour in ESN. When assessing clients' knowledge commitment and investigating the causes of and connections between knowledge-donating on ESN, it is critical that messages explicitly indicate the substantive point of view. The knowledge contributions provided by clients to an ESN are evaluated through the use of message characterization calculations based on their actual experience donating and collecting Knowledge. Unquestionably, automated methods are necessary in this situation due to the increasing use of ESN and, consequently, the increasing amount of text conversations that are available. The investigation found that the following idea requires more investigation.

The relationship between knowledge donating and knowledge collecting is examined in this line of research, as well as the individual behaviours involved in online knowledge collecting (Kankanhalli et al., 2005); (Zhang & Wang, 2018) and donating (Phang, Kankanhalli, & Sabherwal, 2009); (Schroer & Hertel, 2009) explore the causes of why certain users contribute more than others in relation to the KSB in ESN. Users participate, they discover, if their careers develop, they enjoy assisting others, they are structurally integrated into the network, and/or their experiences are valuable to share with others.

Knowledge sharing behaviour in ESN has already been the subject of prior studies, however as of this writing, no research has been done on how users share, collect, and donate knowledge in ESN from a content viewpoint. In addition to the reasons for and connections between knowledge donating and collecting in ESN, we believe it is essential to examine user knowledge contribution from the content perspective, particularly in messages. Hence, text classification techniques are used to evaluate the users' knowledge contributions to an ESN using the knowledge donating and

collecting interactions. Automated processes are necessary in this situation given the increasing popularity of ESN and the resulting rise in the amount of written messages that are available.

In our study, we go farther using these tactics. We want to pay particular attention to the contents communicated and knowledge contribution while also studying the elements that influence KSB, since the majority of research simply focuses on users' structural characteristics. Our objective is to conduct a thorough examination of knowledge donating and collecting in relation to ESN usage. (Naem & Khan, 2019); (Cetto et al., 2018).

2. Literature Review

2.1 Social Capital Theory

The SCT is used in this study to investigate how knowledge sharing behaviour affects the use of social networks. The complexity of ESN application in an organization and the complex conceptualization of social capital theory make for a good match (Koroleva et al., 2011) The review's use of SCT takes into account both how the structure is imitated by people through the concept of habit as well as how it can dismantle power at both the individual and hierarchical levels. The hypothesis demonstrates how environmental factors affect people's behaviour (Bourdieu, 1977).

When it comes to understanding how the use of Enterprise Social Networks (ESNs) promotes knowledge sharing behaviours, Social Capital Theory (SCT) proves to be a useful lens. Many research have explained the influence of interpersonal interactions on cognitive processes in many circumstances, including those by (Parise, 2009); (Lin, 2017). Within the field of social design, social capital is made up of both personal and professional relationships, the relevance of "who you know" in the context of ESNs (Fulk & Yuan, , 2013). By helping people locate important relationships and knowledge sources, these networks function as a social navigation system and promote the growth of social capital (Parise, 2009). In organisational hierarchies, relationships are essential for both the donating and collecting of knowledge (Reagans & McEvily, 2003), social rewards like endorsement, status, and reputation serve as motivators for contributing to the knowledge corpus, transforming it from a transaction into a social undertaking.

One of the most important aspects of the ESN environment is how well they can act as platforms for the growth of social capital, especially higher intelligence. (Fatemi, Sadeghian, Ganji, & Johnson, 2022). More social capital allows people to both consciously and unconsciously participate in the creation and dissemination of information, which elevates their status in the framework of society.

The structural, relational, and cognitive aspects of social capital—which are the cornerstones of our study strategy—are built upon the well-established paradigm described by Nahapiet and Ghoshal (1998). Noteworthy research (Davenport & Daellenbach, 2011); (Thomas & Gupta, 2021), emphasize the broad application and acknowledgement of social capital as a paradigm for comprehending the complex dynamics of Knowledge sharing in extended enterprise social networks.

2.2 Knowledge Sharing Behaviour

A group of behaviours called knowledge sharing comprises teaching and receiving Knowledge from others, (Janz & Prasarnphanich, 2003)) to improve the transfer of knowledge and communication, dynamic associations and knowledge workers are increasingly turning to diverse venture organizations (Jarrahi & Sawyer, 2013). The ESN theory emphasized the significance of both formal and informal socialization processes for laying a knowledge foundation (Huang & Liu, 2017), 29% of knowledge workers in the US who took part in another study use at least one ESN application on a regular basis (Naeem & Khan, 2019). The similarities between ESN applications and knowledge managers are due to the emphasis on incorporating innovation for knowledge sharing and consistently adding new knowledge, fostering cooperation, upgrading novel ideas, improving degrees of investment in work assignments, and fostering acclimatization change in working environments (Anthony & Macdonald, 2011). The use of ESN applications has increased across a number of areas., including management, organizational/industrial psychology, communication tactics, data innovation, psychology, regulation, promotion, governmental issues, general wellbeing, and writing survey-based research with regard to HRM points (Aslam et al., 2018); (Corcoran & Duane, 2017); (Muqadas, Rehman, Aslam, & Ur-Rahman, 2017) ; (Aslam et al., 2018) ; (Fauzi et al., 2019). Only a very little amount of research—the most of it scattered and inconsistent—has examined how ESN applications can help impoverished nations create KS precursors (Aslam et al., 2018).

2.3 Knowledge Collecting

The results of continuing research provide evidence that knowledge collecting is fundamentally and strongly related to interpersonal social interaction. The results are a twisted arrangement of earlier research that discovered comparable results. Prior to this, according to the scientist, a significant number of people worldwide used enterprise social networking technologies and its products. It is crucial for businesses to increase their ability to store, gather, and evaluate informal organizational data in order to gather insightful knowledge for developing and deciding on promoting procedures and exercising good judgement. This is necessary to support these enormous clients (Schoen, et al., 2013).

Scientists in the past were dissecting how associations are concerned with developing and surveying knowledge and data devices for collecting, scrutinizing, verifying, and displaying data social networking knowledge in order to work with human cooperation and communication to remove profitable and sensible strategies and insight (Fan & Gordon, 2014). Finding data, collecting knowledge, and organizing further research or study are the four distinct actions that this cycle anticipates (Hofeditz et al., 2020).

2.4 Knowledge Donating:

The rise of the creative or new data economy, which has enhanced a variety of fields, has increased the value of knowledge (Zareie & Navimipour, 2016). Donating knowledge is crucial for promoting a contest and leveraging employees' talents (Kuusinen, et al., 2017); (Nordin et al., 2012). Knowledge sharing among individuals, groups, or associations has been considered as a beneficial and force for the existence of organizations or establishments since it encourages the development of new, creative, and cutting-edge ideas (Chang et al., 2019)

Additionally, the service businesses are being impacted by data innovation and globalization. In many ways, education is a type of learning whereby one person's expert knowledge, skills, values, and behaviours are transmitted to the following generation by sharing, conversing, training, and teaching. This unofficial knowledge that is shared or conveyed among people may be crucial for the communications industry. The telecommunications sector is struggling in emerging countries due to the rapid change in innovation (Al-Husseini & Jawad., 2014).

2.5 Enterprise Social Network Usage

Many instruments created within an organization with the vital purpose of temporarily facilitating cooperation and coordination are referred to as ESN. According to Ellison, et al., (2015), ESN is an online stage with four main highlights. "(1) Conveys knowledge to either particular employees or everyone inside the organization; (2) Openly assign or covertly reveal particular employees as message disseminators; (3) Publishes, manages, as well as orders information related to particular individuals or association in general; and (4) Interprets the interchanges, organizations, knowledge is passed, dispatched, adjusted and coordinated by everyone in the organization when the need arises."

The main aspect of deceivability displays the activities of other association members who use ESN tools, and their correspondence remains active in the first organization for some time after the performers have ended their performance. ESN tools are intriguing to many users who use them and gain from the texts because of their capabilities. Users of ESN technologies can also gain new knowledge by observing because other people's correspondence is falsifiable (Leonardi & Treem, 2012).

3. Research Framework

3.1 Knowledge Sharing Behaviour and Enterprise Social Network

This study builds a conceptual model based on the literature (see Figure 1). Social networking use in the workplace has been linked favourably to knowledge-sharing behaviours (KSB-ESN). Accordingly, the clients' knowledge contributions to an ESN are assessed based on their interactions with Donating and Collecting messages using message characterization calculations, which reveals a positive relationship between Knowledge Collecting and Enterprise Social Network (KC-ESN) - (H1); and a positive relation between Knowledge Donating and Enterprise Social Network (KD-ESN) (H2).

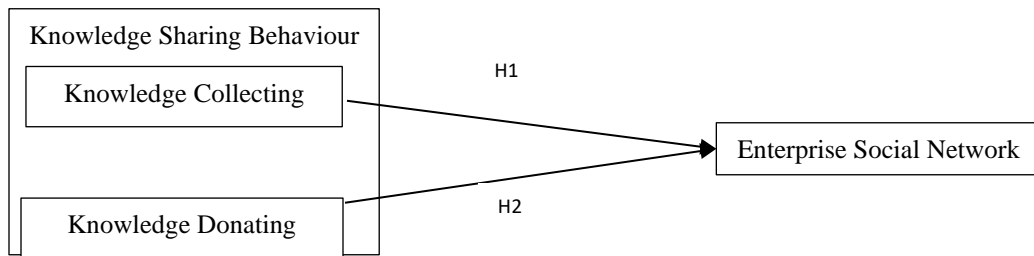


Figure 1. Research Model

3.2 H1: There is a positive effect of knowledge collecting on use of Enterprise social Network.

The hypothesis that human nature has a tendency to donate to others in the hope of getting something in return serves as the foundation for the development of Hypothesis 1 (H1), people's knowledge commitment and sharing behaviours in enterprise social networks are greatly influenced by this reciprocity dynamic (Grant, 2013). People have to decide whether to actively seek assurances or give value without expecting anything in return while working with others in the context of Enterprise Social Networks (ESNs).

A growing number of clients are requesting more efficient access to their knowledge contributions, which has led to study on knowledge donating and collecting inside ESNs. Notably, research like that done by (Nguyen & Prentice, 2022) shows that ESN usage is frequently viewed not simply for socializing but as a platform for knowledge donating and collecting.

H1's significance extends to the larger organisational setting, highlighting how important it is for institutions to understand the complex interplay between knowledge collecting and enterprise social network. Moreover, the development of unique organisational knowledge systems is linked to the differences in organisational performance. This is consistent with the Knowledge-Based View (KBV) and Balanced Scorecard model (Kaplan and Norton, 1992), which identify learning capacity

as a crucial performance metric for assessing organisational effectiveness. As a result, H1 highlights the beneficial effects of knowledge collecting on ESN usage, reflecting the general awareness that successful knowledge processes play a major role in organisational learning.

3.3 H2: There is a positive effect of knowledge donating on use of Enterprise social network.

Knowledge donation has a beneficial impact on the use of enterprise social networks (ESN). The reasoning for this hypothesis stems from the realization that although knowledge donations in ESNs have been the subject of much research, there is a noticeable void in the analysis of the content viewpoint, particularly with regard to the knowledge-donating and knowledge-collecting practices of customers. The substantive viewpoint must be emphasized in messaging in order to fully evaluate clients' knowledge commitment and comprehend the links and reasons that underlie knowledge-donating behaviours on ESN, (Nezafati et al., 2023), message characterization calculations based on customers' real experiences with donating and collecting knowledge inside ESNs should be used to evaluate knowledge contributions.

With the increasing usage of ESNs and the resulting growth of text discussions, automated techniques are essential for effective analysis (Chen et al., 2020). The inquiry highlights the necessity of exploring the notion that knowledge collecting is essential for organizations to prosper. Different organisational settings, such as product development teams, communities of practice, and unofficial business contacts, are where this collaborative process takes place (Costanzo & Tzoumpa, 2008).

Crucially, the research acknowledges that knowledge donating is ubiquitous in enterprises and takes many forms, not just on online social networks like ESNs. Research has consistently shown that knowledge donation and organisational learning are related, highlighting the vital role that both behaviours play in promoting productive growth within organizations. Thus, in line with the more general idea of knowledge sharing as a catalyst for organisational learning and progress, H2 claims that active knowledge donation favourably influences the use of ESNs.

4. Research methods

4.1. Sampling and data gathering

In particular, telecom firms incorporating Enterprise Social Networks (ESNs) into their everyday operations are the subject of the research, which centers on enterprises in Pakistan's prosperous Punjab area. Eight telecom firms out of a hundred that were contacted consented to take part as per request to management which was done by visiting and meeting with administration. By using a Google Form poll and email to gather 405 responses from both male and female employees, a varied viewpoint was guaranteed. Demographic information, ESN usage trends, participation-influencing variables, and views on knowledge sharing were all included in the poll. Convenience sampling technique was used in order to analyse data, one may use inferential methods to look at variable correlations and descriptive statistics for demographic purposes.

Transparency and participant confidentiality were two of the most important ethical factors. Attempts were made to capture a holistic picture, even if the study's conclusions can be sector-specific. The approach is compliant with ethical guidelines, guaranteeing a methodical and perceptive investigation of ESN utilization in Punjab's commercial environment. As shown in Table 1.

Table 1: Respondent's Background

Demographics		Qt.y	Valid %
Gender	Male	220	54.60%
	Female	183	45.40%
Age	20-30	261	64.80%
	31-40	122	30.30%
	41-50	9	2.20%
	51-60	11	2.70%
Education	Under Graduate	263	65.30%
	Post Graduate	119	29.50%
	Intermediate	20	5%
	Doctorate	1	0.20%
Experience	0-5 Years	184	45.70%
	10-Jun	175	43.40%
	15-Nov	27	6.70%
	15 and Above	17	4.20%

4.2. Measures

Measurement was created using previously approved metrics from relevant literature. Based on feedback and recommendations, changes were made. The questionnaire's format was changed,

certain words of numerous items were clarified, and the questions were rearranged. The survey was in English. The evaluation tools for knowledge sharing, knowledge collecting, and enterprise social networks were adopted from (Bryant & Terborg, 2008). A Likert scale was used to score the replies, with 1 signifying "strongly disagree" and 5 signifying "strongly agree."

4.3 Results

The use of structural equations modelling enabled a full, integrated study of both measurement and structural models (SEM). SEM is now more frequently utilized in works on information systems and behavioural science (Chin, 1998). Detailed measurement error modelling, estimation of both direct and indirect correlations among the latent variables, and the availability of a number of global model fit indicators are only a few advantages of SEM. The SEM statistical calculations were carried out using the SmartPLS software programme, and SmartPLS 4.08.5 was used to assess all study hypotheses as well as anticipated models and model paths. The three first-order components that made up the virtual community culture construct were formative indicators, while the second-order variables that were first-order variables were second-order variables.

4.4 Measurement Model Evaluation

The measurement model shows the connection between the latent variables and the explanation factor, or observed indicators (constructs being measured). The measurement model is evaluated by looking at reliability coefficients (Cronbach's alpha), composite reliability coefficients, Average Variance Extracted using SmartPLS computations, and traditional alphas (AVE). The squared multiple correlations between items and constructs and Lambda, or standard loading, should be given precedence during measurement model testing, according to (Bollen, 1989). The measurement model analysis revealed significant results for all seven hypothesized constructs, with p-values less than 0.05. The majority of the items in this study reached the suggested criteria of 0.40 in addition to the fact that all of the items were strongly loaded to their constructs, as shown in Table 4.4) (Taylor & Todd, 1995). This was shown by the study of the squared multiple correlations (SMC). For each of the multi-item variables in the model, values of the Cronbach's alpha coefficient were obtained in order to assess internal consistency. The instrument has a high degree of internal consistency as evidenced by the fact that all values were more than the recommended scale stability criterion of 0.70. The range of the Cronbach's alpha coefficient was 0.770 to 0.884. (Nunnally, 1994). To assess the measurement model's internal consistency, the composite reliability was chosen.

The obtained coefficients, which ranged from 0.801 to 0.891 for each of the variables under examination, are listed in Table 2. Also, all designs demonstrated composite dependability that exceeded the 0.60 level for all structures stated by (Fornell and Larcker, 1981). All of these signs suggest that the data has a high degree of internal reliability. The average variance calculated shows how much of the construct's variance may be attributed to a single component. Overall, the constructs' average variance demonstrated appropriate reliability and validity. The results on internal consistency and validity allowed us to move forward with an estimation of the structural model.

Table 2: Construct Reliability Results

Variables	Composite Reliability (CR)	Cronbach's Alpha (CA)	Avg. Variance Extracted (AVE)
ESN	0.836	0.747	0.514
KC	0.834	0.746	0.508
KD	0.878	0.832	0.548

4.5. Structural model estimation

To evaluate and illustrate the relationship between the variables in a suggested model, a structural model is examined (Byrne, 1998). The constructs and the interactions between them were evaluated concurrently in the current investigation. The theoretical model's structural equation modelling findings showed an R2 of 2.48 and 2 0.529, 0.667, 0.168, respectively. Table 3 provides the indices for evaluating the structural model's fitness. The hypothesis was examined using the p value and t value from Table 4. The t-value for this correlation's significance is 2.044, which is higher than the cut-off of "1.96." Similar to that, the p-value of "0.042" was notable and below the threshold of "0.05." (Hair et al., 2006,). Findings indicate that the route coefficient between KD and U-ESN is 0.300, providing strong empirical support for the acceptance of hypothesis H1. The p-value is 0.004, which is important because it is below the 0.05 cut-off. The t-value is 2.907, which is significant and greater than the threshold value of "1.96." As a result, both the current study's findings that KD significantly improves U-ESN and hypothesis H2 have enough empirical support. Q2 values greater than zero for an endogenous latent development in the primary model, according to PLS Predict, explain how models are created. The endogenous variable (U-ESN), which shown a well-reconstructed effect size, had a "0.231" predictive relevance for the exogenous variables (KD & KC).

Table: 3 Measures of Model Fit R^2/ f^2

Items	R Square	F Square	Strength
KC	0.248	0.667	Strong
KD		0.168	Moderate

Table: 4 Reported values of structural model for hypothesis testing

Path	Path Coefficients	t-Statistics	P Values
(H1) KC -> U-ESN	0.209	2.004	0.042
(H2) KD -> U-ESN	0.300	2.907	0.004

5. Discussion

Research on the beneficial impacts of knowledge donation (H2) and collection (H1) on the usage of enterprise social networks (ESNs) reveals a more complex picture of how knowledge processes affect organisational dynamics. Explored here are the study's implications and findings, with a focus on how knowledge behaviours inside ESNs are interrelated and how this has a wider effect on organisational learning.

5.1 Incentives and Reciprocity in Knowledge Collecting (H1):

Based on people's fundamental need for reciprocity, Hypothesis 1 suggests that knowledge collecting has a favourable impact on the usage of ESNs. According to Grant (2013), people who collaborate with others have to decide whether to actively seek promises or offer value without anticipating anything in return. Within the framework of ESNs, this means that members contribute to the network in the hope of collecting valuable knowledge in return.

The finding supports earlier research that highlights reciprocity as a critical factor affecting knowledge commitment in web-based networks (Masood et al., 2023) highlights how people's perceptions of ESNs have changed, with a focus on their functions as social media sites as well as portals for donating and collecting knowledge. Knowledge sharing behaviour has a beneficial effect on the usage of ESNs, which emphasizes the benefits organization may get from fostering a culture of mutual knowledge sharing inside their networks.

5.2 Methods for Automated Assessment of Knowledge Contributions:

Because there are more and more writing in ESNs, (Nezafati et al., 2023) support the use of automated techniques to assess knowledge sharing behaviours inside these networks. The aforementioned underscores the imperative need for effective instruments to scrutinize and comprehend the essence of knowledge sharing behaviours. This study highlights how important automated approaches are in the real world for understanding the knowledge dynamics of ESNs.

It is further supported by the finding that knowledge donation and ESN use are positively correlated, indicating that involvement in knowledge sharing behaviour is a fundamental component of these networks. Companies that support and promote knowledge donation in ESNs are likely to see higher levels of participation and, as a result, a more robust learning environment.

The implications of the study's results for organisational success are as follows: learning capacity is identified as a critical performance indicator for assessing organisational success by both the Knowledge-Based View (KBV) and the Balanced Scorecard model (Kaplan and Norton, 1992). Through the study, a link between organisational learning and knowledge processes within ESNs is established, which advances our understanding of how knowledge management practices may promote organisational excellence.

Ultimately, this research illuminates the complex dynamics of knowledge behaviours in enterprise social networks. Fostering a culture of reciprocity and active knowledge sharing inside organizations is crucial, as evidenced by the favourable benefits seen in both knowledge donating and collecting behaviours. The study's findings are important to take into account for organizations hoping to use ESNs for improved knowledge processes and, eventually, long-term success, as these networks are still essential for organisational communication.

5.3 Theoretical Implications

Development of Social Capital Theory: By linking the knowledge behaviours seen in Enterprise Social Networks (ESNs) to the growth of social capital, the study advances Social Capital Theory (SCT). The beneficial impacts shown in collecting and donating knowledge behaviours are consistent with SCT's focus on the importance of social networks and relationships, providing insights into how these dynamics appear in the setting of ESNs.

Better Knowledge Dynamics Understanding: By emphasizing the reciprocal character of knowledge sharing behaviours, the research expands on our theoretical knowledge of knowledge dynamics inside organizations. It emphasizes how the processes of knowledge collecting and donating are interconnected and affect how ESNs are used. By taking a comprehensive stance, the theoretical foundation for researching knowledge processes in the digital era is expanded.

Combining the need of knowledge sharing for creativity and innovation with organisational learning theories, the study is in line with these ideas. It is becoming more widely understood how knowledge donating and collecting activities improve organisational learning capacity as a result of the beneficial consequences linked to these behaviours.

5.4 Practical Implications

Implementing Incentive Structures Strategically: To promote knowledge-sharing behaviour inside ESNs, organizations might intentionally adopt incentive structures. Establishing recognition programmes that honour and compensate staff members who actively participate in knowledge donating and collecting or incorporating knowledge contributions into performance reviews are two possible ways to achieve this.

Customized Training Plans: The practical implications include creating and executing customized training plans to provide staff members the abilities required for efficient knowledge application in ESNs. To enhance the results of knowledge sharing, these programmes might emphasize information retrieval, teamwork, and the tactical use of ESN characteristics.

Practical leadership communication techniques should involve organisational leaders communicating clearly and highlighting the need of knowledge-sharing behaviours. Through this communication, a common organisational awareness of the role that ESNs play in supporting cooperative knowledge processes may be fostered.

Technology Infrastructure: Enterprise Social Networks (ESNs) should have their technology infrastructure optimized for easy-to-use knowledge donating and collecting. In order to eliminate any obstacles and improve the user experience overall, this calls for frequent evaluations and changes that encourage active engagement.

Cultural Acceptance of Knowledge Sharing: Based on the findings, Organisations must adopt a knowledge-sharing culture. The practical consequences encompass efforts to foster a culture that values and encourages the active exchange of ideas and expertise, hence establishing an atmosphere that incentivizes staff members to participate in knowledge-based behaviours inside ESNs.

Organisations may further advance theoretical frameworks and execute strategic efforts to improve knowledge-sharing behaviours in the dynamic environment of enterprise social networks by embracing these theoretical and practical consequences.

6. Limitations and Future Research

For the predetermined goals or targets of the investigation, a thorough and detailed research framework was created in the current study. This section talks about the constraints that this research investigation had to work under. First off, the current poll only focused on the Pakistani telecoms sector and had a total of 403 respondents. To investigate the results more closely, a bigger sample size should be employed. Future research should evaluate the respondents from various industries, corporate sectors, and service sectors. Second, future research may reveal that the findings vary or change in other countries and places where telecommunication services are supplied because the current study's scope was limited to a specific area. Thirdly, research tools and scales were used to measure each variable in this study (KSB, KD, KC, and ESN). Tests for validity and reliability were used to experimentally validate the study. Therefore, the outcomes of the study were based on self-reported responses from the targeted respondents. Therefore, each response from the targeted respondents was assessed according to how honestly and successfully it addressed the questions. A cross-sectional survey was carried out for the current study in order to get every response from the targeted respondents at once. To increase the generalizability and comprehension of the findings, future research may make advantage of the longitudinal study design. In order to generalize or take a larger view of the findings, the proposed model of the research described here may also be explored in a variety of service sector areas, such as tourism, transportation, and finance institutes and the industries. These industries are among the many service sectors that are essential pillars in increasing a nation's per capita income. Future researchers should closely monitor the comparison's moderating effects of motivation and creative work behaviour. Future research may decide to expand the framework suggested by the current study by opting to incorporate mediating and moderating variables.

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