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The Impact of Perceived Organizational Support On Knowledge Sharing Behaviour

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ABSTRACT

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Purpose: In the context of Human Resource Management, people including both Employers and Employees are intrinsically indulged into the folds of managing knowledge and advocating its sharing owing to worthwhile paybacks. In this study, researcher examined the relationship between Perceived Organizational Support (POS) and Knowledge Sharing Behavior (KSB) using people's Self-Concept (SC).

Design/Methodology/Approach: The hypothesis was tested utilizing a survey data set from 291 Trainees working at a renowned leadership training institute situated in district Mansehra of Khyber Pakhtunkhwa, Pakistan by using SPSS.

Findings: The outcome highlighted that the POS was affirmatively connected to KSB for people with codependent Self and people with an Autonomous Self. Generally, the regulating effect of SC put to light a new vista and created a niche for better comprehension of the linkage between POS and employees' KSB.

Implications/Originality/Value: It thus rendered a plausible clue to the question of why organizational support does not often succeed in motivating employees to share their knowledge in the work-place?



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Introduction

Knowledge contribution & sharing refers to the methods through which people reciprocally collaborate knowledge and engender new vistas of wisdom (Van & De-Ridder, 2004). In today's knowledge economy, knowledge contributing behavior of employees of an organization meaningfully contributes to the achievement of sustainable competitive advantage (Lo & Tian, 2020). Through knowledge sharing, organizations ensure the best utilization of the knowledge capital of their individuals which in return will accrue benefits to the organization to place it on a higher pedestal as compared to its contenders and ensure its long-standing existence and productivity (Zhao & Hong, 2020). Many researchers have explained the contribution of KSB with considerable details and conclusion. For example, Collins and Smith (2006) highlighted that KSB

improves the ability of a firm to launch new products. Likewise, Muafi (2020), concluded that KSB strengthens firm's innovative capabilities, and improves team performance.

KSB, however, does not always happen mechanically amongst staff/ personnel/ employees of an organization (Wu & Tsai, 2020). Employees perception regarding the support they receive from their organization plays significant role for developing positive-work behaviors (Akram, et al., 2020). Social Exchange Theory (Ekeh, 1974) and the Norm of Reciprocity (Gouldner, 1960) proposes that when staff / personnel think and expect that their organization recognizes their achievements and efforts and treats them squarely, they will be indebted to contribute back in the same coins with proactive work behavior (Eisenberger et al., 2016). KSB, apropos; can be considered as one of the positive behaviors that organizations expect from their staff/ personnel. This effort has been made to evaluate the impact of "POS" on "KSB" of personnel/ employees of an organization. Further, this effort will also evaluate the effects of individual personal factors like, "Self-concept" in the linkage between POS and KSB.

Knowledge sharing is vital to every business. Organizational support is crucial for information exchange to foster good and proactive work behavior. In return for the organization's assistance, workers feel obligated to contribute. The influence of Perceived Organizational Support (POS) on Knowledge Sharing Behaviors (KSB) must be assessed to make meaningful findings. This study evaluates this sort of influence and examines how self-concept (SC) controls the relationship between POS and KSB.

This study assumes that autonomous and codependent SC affect the POS and KSB differently as a personal feature of the employee. According to Khan & Shapka (2016), persons with inter-reliant SC are more sensitive to their settings and groups' common goals. Those with a dependent SC may feel more obligated to react to corporate assistance and help the company achieve its objectives than those with a sovereign SC. Unlike those with a dependent SC, those with an autonomous SC see enterprise care as a tool to achieve their own goals with a little stress about meeting business obligations. They will feel less obligated to help their setups to attain their goals if they anticipate proper care from them. Thus, workers with dependent SC are more prepared for KSB incidents than those with sovereign SC. Thus, POS may spark KSB more in workers with dependent SC than sovereign SC (Yang et al., 2020).

Literature Review and Hypothesis Development

Perceived Organizational Support (POS)

In general, POS is an organization's effort to value its employees' contributions by designing methods and means, mechanism, drills, processes, and tactics to recompense them in ways that fit them. It provides important assistance to employees to benefit them and build a strong link between the business and its workers, middle, and senior management. This technique encourages workers to share their expertise with other employees and organizations and helps the company improve productivity and market share. POS illustrates the company's incentives for staff commitments and anxieties to pay them, creating a large tool to help the company build meaningful relationships with its employees. This research analyzes POS and its components. Studies showed that POS stressed a one-sided organizational commitment to its workforce. POS is linked to reduced truancy, increased job satisfaction, organizational execution, satisfaction, organizational conduct, organizational decency, working conditions, human resource effective practices, employee attributes, leadership, etc. This research also describes how to create POS, including stable responsibility human resource management, decency, predominant and colleague supports, and employee strengthening. This study enables scholars to understand the latest POS research. Human capital theory (Becker, 2002) states that human resources—data, knowledge, aptitudes, ideas, and wellbeing—are important capital in the current financial system. An organization's main source is people, and the most successful ones oversee and direct human resources more productively and successfully by

investing in their workers, empowering them to invest in themselves, and providing learning opportunities. Financial globalization has caused organization disappointments, consolidations, restructuring, and cuts over the world, which affects workers' job energy and rationale. Under such situations, maintaining strong relationships with staff/workers is essential to drive employee commitment and improve business performance. Eisenberger and Aselage (2003) explained that good treatment by others causes psychological stress and knowledge of others' expectations to repay, resulting in behavior or disposition contrary to that agreed. When nature of organization is employed, workers often give further reassurance when they witness anxiety, acclaim, acknowledgment, and affirmation. Thus, our research examines the concept of "POS," which reflects staff-faculty relationships from the perspective of staff and has been shown to be important to staff and employers. Research suggests that employees with a strong exchange philosophy reacted to POS by working more to accomplish the organization's goals, such as enhancing emotional connection and reducing absenteeism and workplace stress. POS is also associated with representation.

Knowledge Sharing Behaviors (KSB)

Due to their quirks, people would avoid aggressive KSB, which will hinder their sharing (Rechberg and Syed, 2013). Most companies know that KSB is unlikely to happen due to internal environment, job orientation & grooming, and employee temperaments generated by the working environment (Riege, 2005). This has increased researchers' interest in developing KSB mechanisms. People and organizations want to understand KSB, POS, and SC dynamics. Both encouraging or discouraging the process has raised questions about how individuals would share their knowledge with coworkers to improve the company (Ipe, 2003). This study aims to establish a reasonable relationship between knowledge-sharing, its relation to the necessary or considered organizational strategy of support, and the people' connected SC. A large number of workers at a prominent leadership training college in Mansehra, Khyber Pakhtunkhwa, Pakistan was surveyed for this reason.

Self-Concept (SC)

We use self-concept interpretation to grasp POS and KSB. SC, or self-identity, is a combination of thoughts, feelings, and actions about one's interactions with others. Individuals may feel connected in an interdependent SC. Self is part of socializing. People in autonomous SCs tend to think of themselves as extraordinary. This view isolates the ego from society (Singelis, 1994). Interdependent and independent SC are one of the most prevalent and complete self-system schemas, affecting insight, inspiration, and behavior. We think honesty and self-discipline may help workers understand the relationship between POS and KSB. By linking self-reflection to visual support organization and KS, this study contributes to KSB and people management. First, interdependent SC and independent SC explain few discordant findings in earlier POS-KSB investigations. Bartol et al. (2009) found a favorable relationship between POS and KSB, whereas Virick (2013) found no correlation. For a meaningful understanding of the relationship between POS and KSB to accommodate these anomalies throughout experimental exams, research needed to incorporate additional important concepts. Our workers' interdependent SC and independence are expected for the aforesaid SC tasks. SC may help explain these disparities and why POS doesn't always help workers' KSB. Second, SC offers a different perspective on comprehending. Addresses workplace KSB issues for workers. It's how individuals communicate and collaborate (Hogg & Reid, 2006). This crucial topic is little documented in literature. However, natural distribution of information involves how people share knowledge and interact at work (Wang & Noe, 2010). There is a knowledge gap to understand the KSB independently. We solve this information vacuum and give a self-awareness perspective on KSB by establishing independence in the relationship between POS and KSB.

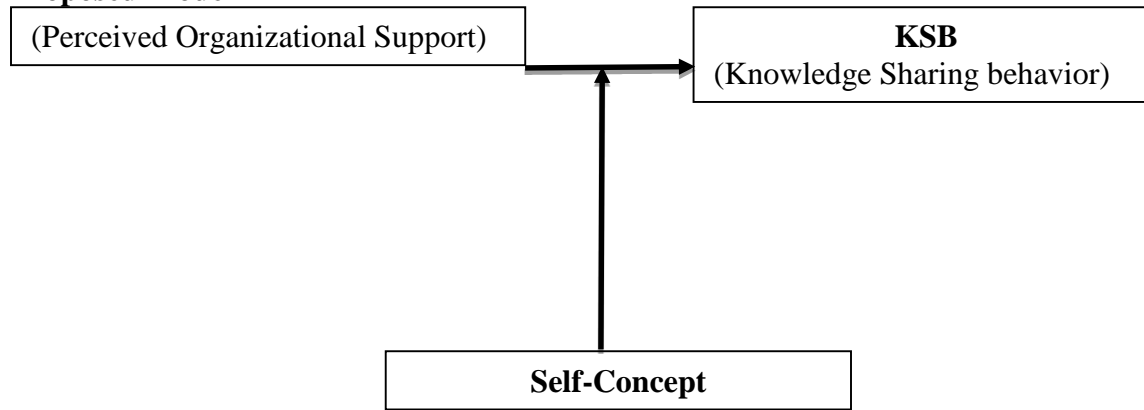
Proposed Model

Fig-1: Proposed theoretical model (Source; Authors work)

POS-KSB Relationship

POS may be the most convincing managerial support studied in KSB (Wang & Noe, 2010). Importantly, POS is an individual-level development that captures the abstract image of individuals the company values (Swift & Virick, 2013). Employees run their own company If you appreciate and own their contribution and recognize that you are treated positively (e.g., work environment, compensation payments, and promotions), they will feel obligated to repay these favors by caring for workers and pursuing enterprise goals. An experiment that surveyed 255 IT manufacturing specialists in central China did not fully support this reasonable notion. According to Bartol et al. (2009), POS is typically good for KSB. This relationship seemed plausible due to job security assumptions. Their findings suggest that organizational knowledge that helps in general and perceived professional stability in particular promotes KSB. Both Eisenberger and Colleagues' 1986 work studies were used to measure POS by Virick (2013), who used a questionnaire survey. They found no significant link between POS and KSB. They interviewed 55 counseling firm employees and 152 US psychological well-being employees. These contradicting results show that POS's participation in KSB may depend on boundary conditions. The favorable relationship between POS and KSB may only be seen under certain settings and for certain personnel. The present challenge is to describe and improve this relationship with key notions.

H1: POS has a positive impact on SC of the employees

Moderating Effect of SC on the Connection Between POS and KSB

Research shows that SC alone or in conjunction with other concepts affects discernment, sentiments, and behaviors (Johnson & Saboe, 2011). Interdependent SC encourages individuals to identify with their groups. For people with interdependent SC, social motivations—belonging to a social group, promoting its goals, and maintaining agreement among cluster members—are vital. They boost confidence and make you happier. Independent SC persons strive for self-improvement and satisfaction. They strive for excellence, which means more to them than meeting group expectations (Singelis, 1994). In theory, dependent and independent SC are often presented as two distinct concepts, yet they are really the same in every individual. Everyone has independent and interdependent SC. Overall, individuals use one construction more to manage their thoughts, emotions, and actions. This implies that self-interdependence and autonomous self are unique and sovereign concepts. They should be independently assessed for individual conduct. SC is fixed for attributes like qualities, depending on the person's learning history and social and psychological experiences (Markus & Kitayama, 1991), but it does not vary gradually within the individual. This therapy examines why individuals respond differently in similar situations. A trait-like viewpoint is used to explain why the relationship between POS and KSB relies on the sort of employee who is effective to see. The small influence of SC on POS-KSB relationship may be seen from two angles. First, interdependent SC people are more sensitive to their groups' goals. Independent workers may

be more likely to help their company achieve its goals if they sense company backing. When employees perceive care from their company, those who are blocked will feel more committed to meeting the kindness of their organization and helping achieve more goals than those with self-independent inverse. Representatives with self-independent tendencies regard enterprise help as referring to their own goals, therefore they are more concerned with their responsibilities to their company than their colleagues with interdependent SC. They will feel less, return compassion, and help their company succeed. Second, Bunderson and Reagans (2011) hypothesized that KSB and organizational training need collaborative aims and improvements. The regulation of shared objectives might vary between interdependent and independent concepts. Staff with an interdependent and independent concept find it easier to understand aggregate aims and act appropriately to promote aggregate interests than those with independent SC due to their solid social thinking and desire to conform to their intra-group. Overall, representatives with an interconnected concept are more prepared for KSB courses than those with independent SC. With this focus, POS may be seen as a trigger, which ignites KSB conduct more easily in autonomous people than in independent people. We expect their employee idea to control the POS-KSB relationship. In particular, consider:

H2: SC positively moderates the relationship between POS and KSB.

Methodology

In this work, hypotheses were generated and tested using quantitative approaches. Students at a well-known leadership training institute in Mansehra provided information on KSB, SC, and organizational assistance. Data for this research were gathered by a survey technique using a standardized questionnaire. Techniques from inferential statistics were used to the data. 2020 training participants make up the study's population. In 2020, almost 1200 trainees attended training sessions at different institutions. Thus, there are 1200 trainees in total in this research. Utilizing a simple random sampling method, the 291 trainees were connected.

Measurement and Data Collection

A structured questionnaire is used to collect the information from the respondents regarding their assessments of POS, KSB and SC. The questionnaire was adapted from the previous research studies and it was a little bit modified according to the requirements of this study. These scales were used because of their excellent psychometric properties in various studies (e.g. Blau, 1986; Martin, 2008). The questionnaire comprises of two sections i.e. Section A and Section B. Demographic information regarding the respondent. POS was measured through the Five-Items Scale developed by (Eisenberger et al., 1986). To measure KSB, the Five-Item Scale of Van et al., (2013) was adapted for this study To measure the SC, we have used the scale of De & Louw (2009). This scale covers both the independent SC and the interdependent SC. There is total 12 items in this scale. In the current study, all the responses were recorded on a 5-point Likert-scale ranging from 1 (strongly disagreed) to 5 (strongly agreed) to evaluate the variables of the study. The questionnaire was circulated to the selected trainees. The fundamental function and advantage of survey research is to generalize the outcomes. SPSS version 21 was used to record, analyze and present the data.

Results

Demographic Analysis

Table 1 explains category of the Respondents. It indicates the number of males in the institute, age, qualification, service and marital status of respondent.

Table.1

Demographic Variables		Frequency(n=291)	%
Gender	Male	291	100.0
Age	18-26 Year	51	2.7

	27-35 year	256	79.7
	36-45 Year	73	17.5
Qualification	Matric	11	3.8
	FA/FSc	198	68
	BA/BSc	65	22.3
	MA/MSc	16	5.5
	Others	1	0.3
Service of the Respondent	0-1	2	0.7
	06-10 M	149	51.2
	11-15 M	88	30.2
	16-20	51	17.5
Marital Status of Respondent	Single	203	69.8
	Married	88	30.2

Measurement Model Assessment

The measuring model was evaluated by the research utilizing many factors. According to Hair et al. (2019), Cronbach's alpha, convergent validity (CR), average variance extracted (AVE), and discriminant validity may all be used to verify internal consistency. The internal consistency reliability of the measuring items was tested using Cronbach's alpha, and all variables had values greater than 0.70. The convergent validity is evaluated using the CR and AVE. According to Gradiola et al. (2021), a value of more than 0.70 on the CR scale, which ranges from 0 to 1, is deemed appropriate. All constructions have CR values ranging from 0.92 to 0.96, which is deemed good. More than 0.5 should be the AVE (Hair et al., 2021).

Table.2 Reliability and Validity

Construct	Code	Loading	a	CR	AVE
Perceived Org Support (POS)	POS1	0.779	0.751	0.855	0.596
	POS2	0.780			
	POS3	0.774			
	POS4	0.772			
	POS5	0.754			
Knowledge Sharing Behavior (KSB)	KSB1	0.822	0.711	0.926	0.716
	KSB2	0.834			
	KSB3	0.866			
	KSB4	0.814			
	KSB5	0.891			
Self-concept (SC)	SC1	0.789	0.915	0.929	0.596
	SC2	0.809			
	SC3	0.783			
	SC4	0.819			
	SC5	0.802			

SC6	0.770
SC7	0.698
SC8	0.824
SC9	0.772
SC10	0.773
SC11	0.775
SC12	0.631

Note: Cronbach's Alpha (a), Composite Reliability (CR, Average Variance Extracted (AVE).

Testing of Hypotheses

The hypotheses were tested by using correlation and regression statistical techniques. Correlation analysis shows the degree of association between two variables along with the direction of relationship. Table 3 shows that there is a positive and significant relationship between the independent variable "POS" and dependent variable "KSB" so, first hypothesis accepted. The value of " $r = .150$ " shows that the relationship between POS is positive and significant at .05 level.

Table 3 Correlation Analysis

		POS	KSB
POS	Pearson Correlation	1	.150*
	Sig. (2-tailed)		0.011
	N	291	291

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

* . Correlation is significant at the 0.05 level (2-tailed).

Although correlation analysis shows favorable connections between research variables, we performed regression analysis to test our hypotheses. Our research tested hypotheses using regression analysis to determine the degree of correlation between variables and the strength of the hypothesized associations.

Hypothesis 1 of this research hypothesized that employee POS improves KSB. Table 4 shows that POS significantly improves employee KSB. The β and t values (0.236, 2.572) indicate that POS affects KSB. $R^2 = .15$ shows that POS explains 15% of KSB variability. F. stat. score of 6.617 indicates that the POS-KSB model is statistically significant. Considering these data, Hypothesis 1 is accepted. This research confirmed that POS signals an organization's support for its workers, which stimulates beneficial behaviors like information sharing. It is believed that when individuals feel supported in their career growth and daily job challenges, they feel obligated to share their knowledge and skills with coworkers and subordinates. This research is very relevant for training companies like this one since learners from throughout the nation come for various trainings and then return to respective departments. Thus, their KSB may be the best technique to spread information and abilities across the company. Wang (2010) results are supported by this investigation. Virick (2013) found a favorable relationship between POS and KSB under certain settings and personnel. Thus, our research explained this association in Pakistani training institutions.

Table 4 Relationship between POS and KSB

Variables Entered/Removed						
Model	Variables Entered	Variables Removed	Method			
1	POS ^b	.	Enter			
a. Dependent Variable: KSB						
b. All requested variables entered.						
Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.150 ^a	.022	.019	.408		
a. Predictors: (Constant), POS						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.100	1	1.100	6.617	.011 ^b
	Residual	48.060	289	.166		
	Total	49.160	290			
a. Dependent Variable: KSB						
b. Predictors: (Constant), POS						
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.249	.415		7.824	.000
	POS	.236	.092	.150	2.572	.011
a. Dependent Variable: KSB						

Moderating Role of SC

Hypothesis 2 assumed SC moderate’s employee POS-KSB relationships. In Table 5, the moderating effect of SC is statistically significant at a β value of 0.086. Additionally, a positive shift in R2 ($\Delta R^2 = .182$) suggests that SC favorably moderates the association between POS and KSB. Considering these data, Hypothesis 2 is acceptable. The present research found that SC alone or in conjunction with other factors affects workers' judgment, sentiments, and actions (Johnson & Saboe, 2011). When assessing the POS-KSB connection, researchers should include worker personality variations since they have a major influence. Two perspectives may be taken on this connection. First, interdependent SC people are more sensitive to their groups' goals. Independent workers may be more likely to help their company achieve its goals if they sense company backing. (Yang, 2012; Johnson, 2010) When workers feel supported by their company, they are more likely to reach its kind goals and help achieve more than those with a self-centered view. Independent SC employees see organizational support as a reference to their own goals, therefore they care more about their organization commitments than interdependent SC partners. Second, Bunderson and Reagans (2011) hypothesized that KSB and organizational training need agreed goals and improvements. The regulation of shared objectives might vary between interdependent and independent concepts. Staff with an interdependent and independent concept find it easier to understand aggregate aims and act appropriately to promote aggregate interests than those with independent SC due to their solid social thinking and desire to conform to their intra-group. With this focus, POS may be seen as a trigger that makes KSB simpler to ignite. Employee SC may regulate the POS-KSB relationship. Researchers and practitioners should consider workers' SC when conveying organizational support for KSBs.

Table 5. Moderating Role of SC

Descriptive Statistics			
	Mean	Std. Deviation	N
SC	4.32	.412	291
Moderation	19.4920	2.35268	291

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method		
1	Moderation ^b	.	Enter		

a. Dependent Variable: KSB
 b. All requested variables entered.

Model Summary

Model	R	R Square	Δ R square	Adjusted R Square	Std. Error of the Estimate
1	.490 ^a	.240	0.182	.238	.359

a. Predictors: (Constant), Moderation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.643	.176		15.006	.000
	Moderation (POS * SC)	.086	.009	.490	9.560	.000

a. Dependent Variable: KSB

Table 6. Hypothesis Testing Summary

Hypothesis	Summary of the Hypothesis	Results
H1	POS has a positive impact on SC of the employees.	Accepted
H2	SC positively moderates the relationship between POS and KSB.	Positive Moderation

Implications of Results

The findings of this study supported Social-Exchange-Theory (Blau, 1960), Organizational-Support-Theory (Eisenberger et al., 1986), and Norms-of-Reciprocity (Gouldner,1960). Another explanation for the inconsistency in previous research on POS and KSB is SC's moderating influence. Research on the positive relationship between POS and KSB has mostly been done in China targeting the Chinese workforce. However, studies that found negligible connections or failed to replicate positive connections was done in the US on relevant companies' employees. It is a universal fact that the culture of a specific area will definitely impact the culture of the people of that area psychologically, influencing their thinking way and shaping a specific mind-set of a SC of each individual, which is called an Interdependent-SC in combinatorial area-culture and an Independent-SC in Individual-Culture. Thus, the Chinese workforce may have stronger Interdependent-SC than the US workforce. Thus, this result may explain why POS and KSB are only positively associated in China and not in the US. This individual-level investigation on employee SC supported the idea that SC is a major variable in the relationship between POS and KSB. One suggestion is to monitor and study individual thinking to integrate SC differences in future Pakistani research. This study suggests that POS and KSB may vary by SC. This method may show how independent or interdependent SC affects KSB. SC's moderating effect suggests another approach to KSB. We perceive SC from a quality perspective and represent it as a unique contrast changeable, but the notion is different from character qualities and compelling components. SC focused more on inner character traits than outside ones. Contrasted and motivating factors like self-viability and learning objective orientation that are often triggered by circumstances have a consistent and reliable influence on emotions and behavior. Public societies and other unique/circuitous logical aspects shape it. These inner and relatively stable SC traits suggest a 'self-personality' perspective on KSB's cycle. SC clarifies the KSB cycle by refining the correspondence standard. It suggests that workers with different sorts of SC may clearly grasp their organization's relationship with them. A pleasant work environment requires firms to give assistance and help workers understand the sorts of support they get. Organizations may also

communicate their expectations to workers. Useful Information Social-Exchange-Theory views KSB as a way individuals react to organizational assistance. To promote social reciprocity, HR professionals should not only help people but also make it clear. HR professionals may employ organizational support to foster KSB by creating a supportive environment. They must directly link organizational assistance to worker self-improvement. Thus, it will help workers see organizational support more favorably, establish a favorable working atmosphere, and promote good work-related behaviors like KSB. This study also stressed the importance of SC in POS-KSB relationships. Employees in collaborative cultures like Pakistan may be more open to the give-and-take between workers and the company. If people believe their company often seeks their success, they will demonstrate ideal work environment habits including sharing information and experience.

Limitations and Direction for Future Research

A lot of effort has been put into making this research work as meaningful as possible, but there are still some limitations, such as the fact that knowledge's diversification, types, forms, and aspects have not been separated. Knowledge is broad and expresses subtly and overtly. Overt and evident information is easier to communicate than inferred and implicit knowledge. This research linked KSB like to clear and overt knowledge. The SC may play a varied function in communicating inferred/implicit information to colleagues and others. It would be fascinating to study the relationship between interdependent and independent SC and implicit KS in the future. Due to the lack of women, the poll could only include men. Thus, including women in future research may help make applicable implications. Previous study has advocated developing valuable concepts to explain and enhance the relationship between POS and KSB. I've tried to include SC into this link since taking up the torch to light more beacons. This study found that SC significantly affects POS-KSB relationships. Overall, SC is a good concept for showing how Org and KSB affect the workforce. Researchers and practitioners may foster KSB by explicitly demonstrating organizational support for professional progression, work-family support, and an effective work environment. HR practitioners may also consider individual SC differences. We could also examine how rewarding workers that respond better to the POS affects their KSB.

Conclusion

Hypothesis-1 assumed that an employee's SC has a positive impact on KSB of the employees. Results indicate that there is a significant and positive impact of SC on KSB of employees. The β value and t value (0.563, 11.080) show that the impact of SC on KSB. R^2 value of .298 indicates that about 30 percent of variations in KSB are explained by SC. F. stat. value of 122.770 shows that the model explaining the relationship between SC and KSB is statistically significant. On the basis of all these results, the Hypothesis 1 is also accepted. The results indicate that SC has a connection with the dependent variable of the study which clears another pre-requisite of the moderation analysis. The connections of self-concept with POS and KSB indicate that the construct is relevant to the other variables of this study.

Hypothesis-2 assumed that SC moderates the relationship between POS and KSB of the employees. Results indicate that moderating effect of SC is statistically significant at the β value of 0.086. Further the results also indicated a positive change in the value of R^2 . ΔR^2 value of .182 indicates that SC positively moderates the relationship between POS and KSB. On the basis of all these results, the Hypothesis 2 is hereby accepted. The findings of the current study indicate that SC alone or in combination with other variables effects employees' judgment, feelings, and behaviors (Johnson & Saboe, 2011). It is obvious that while evaluating the relationship between POS and KSB, researchers should take into account the differences in personalities of workers because this difference has a significant impact on the POS-KSB relationship. Such type of relationship can be perceived from two points of view. To begin with, interdependent SC individuals are more delicate to the shared objectives of their groups than the individuals who are interdependent SC. At the point when workers see support from their organization, the individuals who are independent may

feel more inclined to give back of their organization and assist it with accomplishing its objectives than it is autonomous. (Johnson et. al., 2010; Yang et. al., 2012) at the point when employees perceive support from their organization, the individuals who are obstructed themselves will feel committed more to meet the kind-heartedness of their organization and help accomplish a larger number of objectives than those with self-independent concept. Employees with independent SC tend to view organizational support as alluding to their own objectives, so they are more concerned with their commitments to the organization than their partners with interdependent SC. Secondly, Bunderson and Reagans (2011) assumed that shared objectives, joint improvements are a prerequisite for KSB and collective training in the organization. An interdependent and independent concept can operate differently in regulating common goals among people. Under the influence of their solid social thought and wish to correspond to their intra-group, it is a lot simpler for staff with an interdependent and independent concept to perceive aggregate objectives and act accordingly, to advance aggregate interests than for those who have independent SC. With this attention, POS can be viewed as a trigger, which is easier to ignite KSB among the individuals. We suppose the connection between POS and KSB to be moderated by the SC of employees. In particular, it is suggested that researchers and practitioners should consider the employees SC while signaling organizational support to the employees for encouraging KSBs.

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