

## **Does Self Efficacy Moderate the Relationship between Knowledge Sharing and Organizational Citizenship Behavior? (A quantitative Research in Civil Secretariat Quetta)**

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### **Abstract**

The aim of this investigation is to look at the relationship between Knowledge sharing and Organizational citizenship behavior in Civil Secretariat Quetta. Study also aims to determine the influence of Self-efficacy as a moderator in between the Knowledge sharing and Organizational citizenship behavior relationship. First from random sampling 4 sections (Information technology, youth affair, planning and development and culture, archive and tourism) were nominated out of 39 and then convenience sampling was used to collect data from the respondents. Method for the collection of data was well established questionnaire. Collected data was analyzed by using SPSS version 21.0. To check the reliability Cronbach alpha test was applied. Correlation, Multiple regression test was also applied. Results indicate that the relations among the variables are significantly positive. Knowledge sharing significantly influences Organizational citizenship behavior. Multiple regression test reveals that Self-efficacy has significant impact on and boosts the relation of Knowledge sharing and Organizational citizenship behavior.

Keywords: Knowledge sharing, Organizational citizenship behavior.

### **Introduction**

Clearly through effective creation and trade of knowledge, affiliation would have the ability to rise (Kogut & Zander, 1992; Grant, 1996). Subsequently, present day relations are battling towards managing their knowledge keeping in mind the end goal to enable it to be shared from inside the affiliation. This is a direct result of how information or knowledge is by and by seen as leverage prepared for giving various untold points of interest that have any sort of impact among successful and less powerful affiliation (Binz-Scharf, 2003).

According to Bandura (1977, 1986, 1997), beliefs or confidence of Self-efficacy lie at the focal point of human operational. It isn't adequate for an individual to have the fundamental data and capacities to play out an responsibility; one also ought to have the certainty that he or she can viably play out required action under difficult circumstances) Bandura (1986) defined self-efficacy as, "People's judgments of their capabilities to organize and execute courses of action required to attain designated types of performances".

Organizational citizenship behavior means whatever those representatives do, instantly and voluntarily, which normally lies outside of their predetermined officially binding obligations or job specification (Cannon & Edmondson, 2001). As such, it is noncompulsory. Organizational citizenship behavior may not by and large be particularly and formally seen or remunerated by the association, through salary increments or progresses for example, anyway clearly organizational citizenship behavior may be reflected in positive administrator and associate assessments, or better execution examinations. Thusly it can support upcoming remuneration get round about (Castro et al., 2004).

At last, and fundamentally, Organizational citizenship behavior must encourage and support the powerful working of the association (Van Scotter et al., 2000; Werner, 1994). Organizational citizenship behavior can be define as “individual behavior that is discretionary, not directly or explicitly recognized by formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988).

Numerous examinations can be discovery that demonstrates the connection between knowledge sharing and organizational citizenship behavior like, Connell and Keloway (2003) confirmed that both knowledge sharing and organization citizenship behavior are comparative practices. As indicated by the investigation of Teh and Yong (2011) expectation of a person to share the knowledge they have is a vital factor influencing genuine conduct or activity of knowledge sharing. Mogotsi (2009) demonstrated that connection among knowledge sharing expectation and knowledge sharing conduct to organization citizenship behavior is positively encouraging.

Self-efficacy forecast the events and actions interrelated through Knowledge sharing similar exchange the knowledge and translating the feedback of performance (Rico et al., 2008). Yet et al. (2006) and Tohidinia and Mosakhani (2010) exhibit that Self-efficacy likewise affects in significant as well as positive way to Knowledge sharing behavior. Workers with more prominent measure of Self-efficacy will likely take part more in knowledge sharing exercises (Li, 2013).

The association among representative's self-efficacy and organization citizenship behavior is significantly positive (Sheik, 2015). As per Beauregard (2012) the connection between representative's self-efficacy and organization citizenship behavior is positively proven (Sheik, 2015). As for each Beauregard (2012) the association among representative's self-efficacy and organization citizenship behavior was positive. Result was reliable as well as supported by the previous examinations (Bogler and Somech, 2004; Dussault, 2006; Somech and Drach-Zahavy, 2000).

On the basis of literature evidence on the relationship among Knowledge sharing, Organization Citizenship behavior and Self Efficacy underlined Research questions are developed

1. How Knowledge sharing does affect Organization Citizenship behavior?
2. Does Self Efficacy moderate effect of Knowledge sharing on Organization Citizenship behavior?

### **Literature Review**

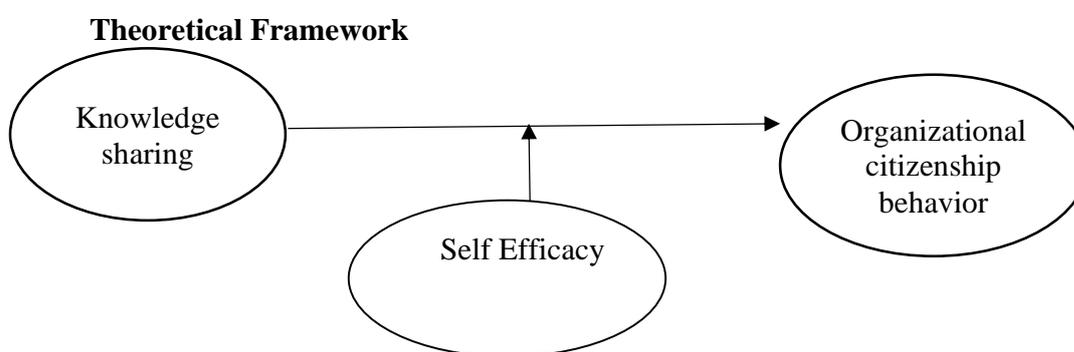
As per Snyder and Lopez (2007) Self-efficacy is the faith or sureness a worker has that he can complete a particular undertaking with his or her capacities in a particular conditions and this may be a basic factor in participating in knowledge sharing behavior in the workplace. Likewise, Endres et al. (2007) suggest that a person judgment of his own abilities chooses the commitment of a man to knowledge sharing. A representative's or worker's dedication in the knowledge sharing may be a component of self-efficacy, which is the individual evaluation of his own abilities to convey the fundamental yield (Locke & Latham, 1990;; Robertson et al., 2003).

#### ***Self-efficacy and Organization citizenship behavior***

As indicated by Colquitt et al. (2011) workers with a solid self-efficacy or sureness on their ability have certainty that they can act that particular conduct required to effectively achieve work. According to Beauregard (2012) the correlation between self-efficacy and organization citizenship behavior was proven positively. This finding was predictable, reliable as well as strengthened and supported by the past investigations (Bogler and Somech, 2004; Dussault, 2006; Somech and Drach-Zahavy, 2000). The relationship among worker's self-efficacy and organization citizenship behavior is positively prove and furthermore significant (Sheikh, 2015).

### ***Knowledge sharing and Organization citizenship behavior***

As per Yi-Ju Chen (2006) and Yu Ming Huang (2011) the impact of knowledge sharing on organization citizenship behavior is fundamentally positive. Like Mogotsi (2009) demonstrated that the connection or association between intention to share knowledge and conduct of knowledge sharing to organization citizenship behavior is positively correlated. Connell and Keloway (2003) established that knowledge sharing on organization citizenship behavior are parallel practices or conduct. So as to achieve competent, well organized, effective and productive organization, management must make a situation inside convincing style of headship or authority, knowledge sharing and team working can be successfully execute to organization citizenship behavior for their workers (Akturan et al., 2015)



Subsequent Hypotheses are pursued to assess the connection among factors

- **Hypothesis 1:** Knowledge sharing would positively affect Organizational Citizenship behavior.
- **Hypothesis 2:** Self-efficacy would positively moderate the affect of Knowledge sharing on Organization citizenship behavior.

### **Research Methodology**

The study is quantitative and descriptive research in nature centered on the survey method which examine relationship among Knowledge sharing and Organization citizenship behavior and moderating representation of Self-efficacy. First random sampling was used and 4 sections (Information technology, youth affair, planning and development and culture, archive and tourism) were selected out of 39 departments of Civil Secretariat Quetta and then convenience sampling method was utilized to gather information from the representatives of all these 4 sections through questionnaire containing 32 questions. Questions of questionnaire are estimated on 5 likert scale from strongly disagree to strongly agree. Out of 340 questionnaires, 300 were received back. Response rate was 88%.

**Table 1 showing Reliability Analysis**

Variables	Items	Cronbach's Alpha
Knowledge sharing	12	.737
Organizational citizenship behavior	12	.778
Self-efficacy	8	.758

From Table 1 it is apparent that the data collection instrument is reliable and all variables meet the adequate criteria of cronbach alpha

**Table 2 Showing Correlation**

Variables	Mean	Std. Deviation	N	Knowledge Sharing Mean	Organizational Citizenship Behavior Mean	Self-Efficacy Mean
Knowledge Sharing mean	4.0444	.42712	300	1		
Organizational citizenship behavior mean	4.0353	.43329	300	.688**	1	
Self-efficacy mean	4.0713	.46296	300	.637**	.689**	1

Table 2 indicated that relationship between the variables is significantly strong and positive at significant level of  $p < .001$ .

**Table 3 showing Hierarchical Multiple Regression**

Model	Standardized Coefficient $\beta$	R square	t	sig
Knowledge Sharing	.686	.470	16.272	.000
Self-efficacy	.425	.578	8.689	.000
Knowledge sharing centralize $\times$ Self Efficacy centralize	.019	.680	.244	.029

Formerly the implementation of assessment of the values of both Self-efficacy and Knowledge sharing were first centralized. Table 3 indicated that the Knowledge Sharing significantly and positively influence Organizational citizenship behavior ( $\beta = 0.686$ ,  $t = 16.272$ ,  $P < 0.05$ ), as well as Self-efficacy also influence significantly and positively Organizational citizenship behavior ( $\beta = 0.425$ ,  $t = 8.689$ ,  $P < 0.05$ ). Furthermore the interaction of Self-efficacy centralized value Knowledge Sharing centralized value also significantly and positively affect Organizational citizenship behavior ( $\beta = 0.019$ ,  $t = 0.244$ ,  $P < 0.05$ ). the result indicated that the Self-efficacy boost the association of Knowledge Sharing and Organizational citizenship behavior.

The results also support second hypothesis that self-efficacy essentially and positively moderators the association of knowledge sharing and organizational citizenship behavior. As per the understanding of researcher no study focuses on the moderating role of self-efficacy among the relationship of knowledge sharing and organizational citizenship behavior.

## Discussion

Results show positive association among knowledge sharing and organizational citizenship behavior. Results supported by the previous study by Vazifeh and Ganjali (2016) that the association

between both factors is essentially positive. Secondly the self-efficacy positively moderate the relationship among knowledge sharing and organizational citizenship behavior. As indicated by my insight no examination has centered self-efficacy as moderator in association among knowledge sharing and organizational citizenship behavior. Anyway numerous examinations inspected other aspect that moderate the association in-between knowledge sharing and organizational citizenship behavior. Past examinations proposed that may be there are numbers of organization components that moderate the association among knowledge sharing and organizational citizenship behavior (Walsham, 2002).

#### **Limitation and Future recommendation:**

The outcomes and finding may be difficult to sum up in light of the fact that from Civil Secretariat Quetta just four offices were chosen. . The focal point of the examination is just on the four section of Civil Secretariat Quetta, that is the reason it is suggested that future research ought to be executed on more sections. It is additionally suggested that the examination can be executed on other areas like banks, colleges, clinics as well as number of factors or variables should be increases. Furthermore it is suggested to include other kinds of questions like open ended, so the specialist can better know the certified reasoning of respondents and also respondent would have a superior stage to express their ideas, feeling in detail.

#### **Conclusion**

Results of the study showed that the knowledge sharing significantly influence organizational citizenship behavior of the employees. This means that employees show more discretionary behavior towards the organization with more and more sharing of knowledge among the employees. Secondly research also indicated that the self-efficacy enhances the knowledge sharing and organizational citizenship behavior relationship which shows that if employee is more confident about his capabilities he or she have he will share more and more knowledge that ultimately boost the discretionary behavior of employee in an organization. Result also indicate that self-efficacy as a moderator influence the association between the knowledge sharing and organizational citizenship behavior.

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