

IMPACT OF SOCIAL MEDIA ON SOCIAL CAPITAL AND EMPLOYEES' WORK PERFORMANCE: EVIDENCE FROM PAKISTAN BANKING SECTOR

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Abstract

In this era, social media are important for sharing information. The widespread use of social media has created a great opportunity for organizations' employees to collaborate with colleagues, exchange work-related information, and share personal experiences. This study aims to explore the effective use of social media in the workplace. Specifically, the present study identifies the effect of the Norm of reciprocity, Shared Vision, Trust, and Social Interaction Ties, on knowledge donating and knowledge collecting. knowledge donating and knowledge collecting affect employees' work performance. The survey study was conducted and the data was collected through an online Google form. In this research, the sample size was 367, and the unit of analysis was the employees who use social media in the banking sector. Two software were used for data analysis SPSS and Smart Pls. In this current research, the SPSS used for the demographics variable and smart-pls was used for Partial Least Squares Structural Equation Modeling (PLS-SEM). The results of the study found that the Norm of reciprocity, Shared Vision, Trust, and Social Interaction Ties, a positive significant effect on knowledge donating and knowledge collecting. knowledge donating and knowledge collecting has a positive significant effect on employees' work performance. Notable; the primary objective is to gain valuable insights into the banking sector employees, for sharing work-related information.

Keywords: Social media, employee's work performance, knowledge donating, knowledge collecting.

1. Introduction

In this era, social networks have become an integral part of communication, and the innovation created by Social Media (SM) is in perfect alignment with the innovation transformations of business (Lee, S.Y., & Lee, 2020). IT development, especially social networks such as Snapchat, Facebook, and Twitter, has revolutionized the way people communicate with the world (T. Chang 2014). Social media networks have transformed the way individuals and organizations share knowledge, gain information, collaborate, and solve many problems (Cardon & Marshall, 2014). SM, virtual communication, and internet-based technology have changed the life patterns of people.

Using social media and mobile devices has both advantages and challenges. These benefits are primarily related to accessing the banking transaction, sending lesson notes, online training, etc. Many researchers have shown social networks might be beneficial if properly managed (Hadoussa & Menif, 2019; Vithayathil et al., 2020). These innovations are creating a new kind of learning system that learns on the principle of collective exploration and interaction (Selwyn, 2012).

Today, digital transformation has a widespread impact on businesses, jobs, and society as a whole. Companies have a wonderful chance to rethink their business processes now that social media has been integrated into the company (Bucher et al., 2013). SM is an electronic way that that permission to users to communicate and share information with different users (Zerfass et al., 2011; Song and Lee, 2016). Many organizations, including Google and Microsoft, have invested significant resources in developing social media tools to improve employee collaboration and communication in anticipation of improved job performance. (Song et al., 2019).

The previous study focused on the positive aspects of social media use at work (SMUW), namely the effect of these platforms on employee performance in the Tunisia telecom industry. This current research investigates the impact of the use of social media in the workplace on social capital, knowledge collecting, and knowledge sharing in virtual communication, and how they might help employee work performance in the banking sector in Pakistan. Therefore, this study focuses on the importance of the use of social media on social capital and employee work performance in Pakistan's banking sector. Social media is a valuable tool for communication around the world. This research aims to look at the impact of SMUW by looking at how these technologies affect employee performance. This research will specifically look at the following question. What impact does social media have on employee performance?

This Study is organized in the following way to solve this research question. The social capital theory (SCT) includes in this research the model of this research for the impact of the use of social media on work performance. In this study, we adopt a variable from SCT which includes the use of social media, social interaction ties (SIT), Trust, norms of reciprocity (NR), shared vision (SV), knowledge collecting (KC), and knowledge donating (KD). The methodology of this study, data analysis, and findings are described in the following sections.

2. Literature review

SM is an important construct in this era that can help individuals to increase their performance. The powerful use of SM can increase employees' abilities related to employees' activity overall performance and organization (Nisar & Prabhakar, 2018). To begin with, SM consents users to engage in a discourse with one another, facilitating the development of a collaboration (Menif, 2019). SM allows you to connect with people from all over the world around the same, establish social connections, involvement, exchanges, and discuss users' common interest areas (Capriotti et al., 2021). Social media are Web 2.0-based online applications and technologies that allow for the creation and exchange of information, as well as engagement and relational and connective activities among networked users (Delello, 2020).

2.1. Use of social media in the Workplace

Different sort of social networks makes up social media. SM has been classified into several categories in the literature. With the use of SM for virtual communication between leaders and subordinates employees start sharing common goals to increase their motivation and sense of purpose (Shih et al., 2013). In this way, social media can facilitate discussions and the rapid exchange of ideas, which can facilitate the strengthening of the relationship

between leaders and subordinates (Park et al., 2015). With the help of social media, we make new social relationships like making new friends and maintaining friends and customers. Social media usage affects employees' work to live (Zhang et al., 2018). The use of SM is very important for developing networks with others, especially colleagues which leads to the formation of online social capital (Huang & Liu, 2017; Lee et al., 2019).

2.2 Theory

This research establishes social capital theory. Social capital includes friends, coworkers, and, if you have it, your financial and human capital (Burt, 1992). Assume the entire social capital Nahapiet & Ghoshal's (1998) relational network of individuals or social units is embedded, accessible, and generated from real and prospective resources. There are three dimensions of social capital first of structural social capital, the second one is cognitive social capital and the third one is relational social capital Nahapiet & Ghoshal (1998), This dimension, according to the author, defines social connection traits such as trust, shared ID, and interrelationships. Although the social capital theory was first researched in a face-to-face setting, current research has revealed that social capital may also be used to build contacts in online communication (Ben Brahim & Hadoussa, 2018; Wasko & Faraj, 2005). Many experts believe that social media is a major source of engagement and that it is contributing to improvements in social capital (Cao et al., 2016; Williams, 2019). Interactions on social media frequently cement offline social media connections, which add to social capital (Ramirez et al., 2017). The notion of social capital is based on the idea that people's social interactions yield beneficial results. As a result, social capital may be thought of as a set of instruments that provide a variety of advantages to a business. It encourages collaboration and the fulfillment of common objectives, as well as the sharing of information on intellectual capital (Dzikria, 2020). Furthermore, the organization's social capital aids in the maintenance of strong ties between workers and external stakeholders, facilitating greater coordination and collaboration for common benefit (Putnam, 2000). In this article, the benefit of social capital is examined in terms of its influence on knowledge sharing, which is defined as an integrated interpersonal exchange mechanism for transferring and collecting information from others (Van den Hoof 2004). The current study framework includes the usage of SM, SIT, trust, RN, SV, KD, KC, and work performance.

3. Conceptual framework and research hypothesis

3.1 Social media use at work

In today's digital age, social media has become increasingly prevalent in the workplace (Bodhi et al., 2021). While it can serve as a valuable tool for communication and networking, excessive use can hinder productivity (Tandon et al., 2022). Therefore, many companies implement policies restricting social media use during work hours to maintain focus and efficiency among employees (Sun et al., 2012). A rising body of studies is emphasizing the importance of social media in creating social capital. Their applications are particularly well suited to users seeking to amass and keep Capital, as they improve communication and connection among members of various social interaction ties, trust, the norm of reciprocity, and shared vision (Cao et al., 2016; Huang & Liu, 2017). Hence based on the previous study hypotheses were developed.

H1a: SMUW has a positive impact on SIT.

H1b: SMUW has a positive impact on Trust.

H1c: SMUW has a positive impact on the NR.

H1d: SMUW has a positive impact on SV.

3.2 Social Interaction Ties

Corporate media has radically altered how individuals engage with one another in virtual combination and networking (Ausat et al., 2023). As a result, is no longer required face-to-

face contact to create network connections since SM encourages engagement, and sharing of information to the community who are linked to SM platforms (Cao et al., 2016). As a consequence, adopting social media into the organization allows employees to communicate both official and unofficial information with any other company individuals, perhaps assisting in improving and strengthening social media ties among employees (Cao et al., 2016; Seitz & Misra, 2020). Hence on the base of the previous study, these hypotheses were proposed.

H2a: SIT has a positive impact on KD.

H2b: SIT has a positive impact on KC.

3.3 Trust

Trust is the fundamental belief in the reliability and integrity of individuals within a community. It stems from consistent, sincere, and collaborative actions rooted in shared values and societal standards, fostering a sense of security and cohesion among its members. (Fukuyama, 1995). Trust is also one of the main constructs of enhanced work performance (Spadaro et al., 2023). Without trust individuals cannot share information Previous research has recently proved the influence of SM on increasing professional confidence (Kelton & Pennington, 2019; Tijnaitis et al., 2019). Trust has a positive effect on KC and KD (Tijnaitis et al., 2019; Nguyen, 2020) Hence on the basis of the previous study, these hypotheses were developed.

H3a: Trust has a positive impact on KD.

H3b: Trust has a positive impact on KC.

3.4 The norm of reciprocity

The norm of reciprocity is a human conduct standard based on the assumption that individuals would desire to record someone else's behaviors, thus they trust others to respond and react in a specific way (Edlund, 2007). Regularly engaging in online interactions can lead individuals to form virtual relationships, known as relationship networks (RNs). Over time, these networks become anticipated and solidified, contributing to the establishment of enduring connections within the digital realm. (Pai & Tsai, 2016; Hu et al., 2023). The norm of reciprocity gives his action a positive significant effect on knowledge management (Edlund, 2007). Hence on the base of the previous study, these hypotheses were proposed.

H4a: NR has a positive impact on KD.

H4b: NR has a positive impact on KC.

3.5 Shared vision

A shared vision among members promotes a common understanding of societal values and norms (Aslam et al., 2013). Collaboration may help to fulfill the vision, which represents the goals of each organization member (Wagner, 1995). The shared vision is the manifestation of the organization's members' common aims and ambitions (Tsai & Ghoshal, 1998; Zhao et al., 2023). Shared vision also overcomes the unawareness related to any kind of information (Datt'ee et al., 2018). Shared vision has a positive significant effect on knowledge collecting and knowledge (Aslam et al., 2013). Hence on the base of the previous study, these hypotheses were generated.

H5a: SV has a positive effect on KD.

H5b: SV has a positive effect on KC.

3.6 Knowledge collecting

KC refers to the successful completion of jobs and tasks by choosing personnel who meet acceptable and anticipated criteria within a certain time frame (Armstrong, 2007). In other words, KC means collecting information from others, in knowledge collecting only collects information not sharing information with any others. It relies on several factors. It is mostly impacted by the way people share and generate knowledge in the present digital era

(Aksoy et al., 2016). Individual performance refers to how successfully a person can complete or lead to the completion of the assigned task to achieve the organization's goal (Hadoussa, 2020). In previous study shows that KC has a positive effect on work performance (Hadoussa, 2020). Hence on the base of the previous study, this hypothesis was proposed.

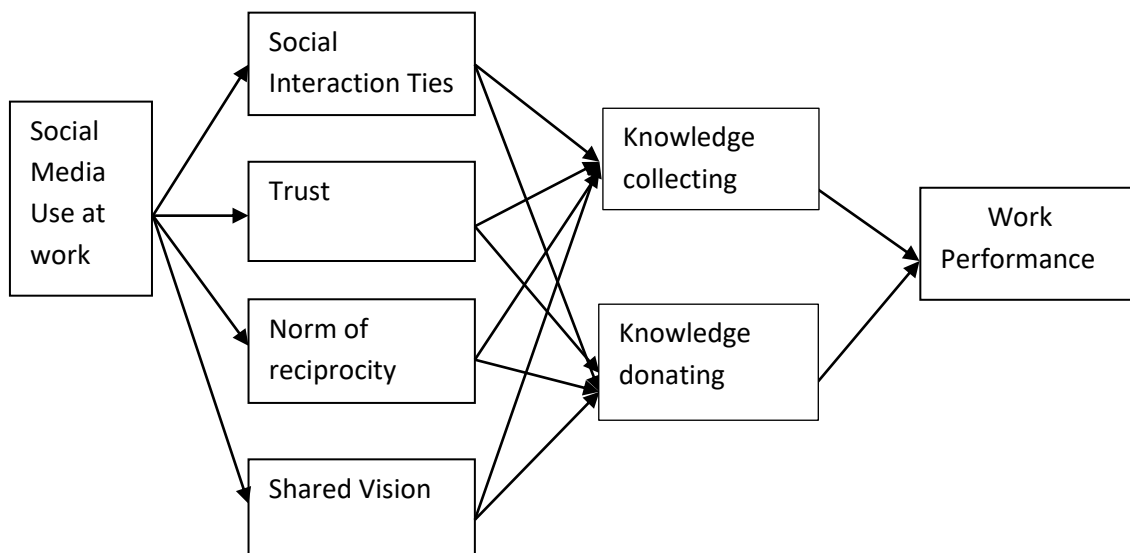
H6: KC has a positive effect on work performance.

3.7 Knowledge donating

Knowledge donating is a component of knowledge sharing that encompasses information exchanged both inside and between organizations (Nezafati et al., 2023). He explains how an employee share their personal experience, competence, information, and history data with diverse coworkers (Lin, 2007). As a result, it entails both contributing and gathering knowledge (DeRidder, 2004). Knowledge donating is the attempt to encourage other members of the organization to share what they know, whereas knowledge collecting means collecting information for other employees of the organization to share what they know (Hadoussa, 2020). The many characteristics of social capital can influence KC and KD (Van Den Hooff & Huysman, 2009). Hence on the base of the previous study, this hypothesis was proposed.

H7: KD has a positive effect on work performance.

Theoretical Framework



4. Methodology

A quantitative research is used to approve the model. We conduct an Online survey in the Pakistan banking sector. Choose a respondent banking employee who currently works in the banking sector in Pakistan. To qualify for the study, the respondents must be social media users, Pakistani citizens, and residents. In this research, both males and females Participate. The next sections provide information on data collection and testing hypotheses.

4.1 Sampling and data collection

The non-probability purposive sampling method was employed for data collection, and the data was collected through an online survey with the help of social media platforms. Purposive sampling also helps to judgement the target population. On the base of judgment, purposive sampling data was collected. In this current research, the respondents were 367 employees in Pakistan's banking sector.

4.2 Measuring data

This study used items from previous studies and scored the distinct dimensions on a 5-point Likert-type scale. All of the variable scales were adopted from different sources;

Work-related social media use was Adopted by Van Zoonen et al. (2016); SIT was adopted by Chiu et al. (2006); Trust was adopted by Levin and Cross (2004); NR adopted from Wasko and Faraj (2005); SV adopted from Chiu et al. (2006); KD and KC adopted from Van den Hooff et al. (2003); and Work performance Adopted from (Kuvaas, 2006).

4.3 Data Analysis and Result

In this study, the researcher used two software for data analysis first one is a statistical package for the social sciences that was used to analyze this study's data (SPSS) used for demographic variables. The second software was a structural equation modeling technique(SEM) for hypothesis testing. This strategy is said to be useful for studying a succession of relationships between various variables (Hoyle, 1995).

4.3.1 Demographics

In this current research, the researcher includes a demographic variable such as Age, gender, education, social media sites, and job experience. SPSS was used in the process of analyzing the demographic variables. A total of (n=367) social media users participated in the survey. Most of the respondents in the age group were 21-30. In gender, most of the respondents were male 241. In this study, most of the respondent's education was graduate 168. Social media site users most of the respondents use WhatsApp 109. In this current research, the last demographic variable is job experience most of the respondents the job experience was 2-3 years and the respondent the were 139. All of the demographic variable values are shown in Table 4.3.1.

Table 4.3.1 Demographic profile (N=367)

Profile	Distribution	Frequency	Percentage
Age	Below 20	61	16.62
	21-30	133	36.23
	31-40	91	27.00
	41-50	59	16.07
	Above 50	23	6.26
Gender	Male	241	65.66
	Female	126	34.33
Education	Intermediate	53	14.44
	Graduate	168	45.77
	Postgraduate	114	31.06
	Others	32	8.71
Social Media Sites	Twitter	72	19.61
	Instagram	101	27.52
	Facebook	58	15.80
	Whatsapp	109	29.70
	Others	27	7.35
Job experience	Below 1 year	58	15.80
	2-3 years	139	37.87
	4-5 years	122	33.24
	Above 5 years	48	13.07

4.3.2 Constructs validity and scales reliability

Construct validity and reliability measures through measurement model. According to (Urbach, & Ahlemann; Garson, 2016), the minimum requirement of AVE is 0.5, In this current study all of the construct values are greater than 0.5. According to Hair et al., 2017 factors loading of $\lambda \geq 0.7$ and Cronbach's alpha must be greater than 0.7. In this current study

all of the factors loading and Cronbach's alpha value greater than 0.7. All of the factors loading, Cronbach's alpha, composite reliability, and AVE values are shown in Table 4.3.2.

Table 4.3.2: Constructs validity and scales reliability

Constructs	Indicators	Factor Loading	Cronbach's alpha	CR	AVE
SMUW	SMUW1	0.672	0.798	0.857	0.500
	SMUW2	0.711			
	SMUW3	0.733			
	SMUW4	0.700			
	SMUW5	0.686			
	SMUW6	0.737			
SOINTER	SOINTER1	0.736	0.711	0.838	0.634
	SOINTER2	0.836			
	SOINTER3	0.813			
NRECIP	NRECIP	0.784	0.784	0.855	0.542
	NRECIP	0.765			
	NRECIP	0.758			
	NRECIP	0.678			
TRUST	TRUST1	0.758	0.789	0.855	0.542
	TRUST2	0.755			
	TRUST3	0.733			
	TRUST4	0.755			
	TRUST5	0.678			
SHAV	SHAV1	0.788	0.723	0.843	0.644
	SHAV2	0.757			
	SHAV3	0.859			
KCOLL	KCOLL1	0.877	0.870	0.913	0.724
	KCOLL1	0.876			
	KCOLL1	0.907			
	KCOLL1	0.734			
KDON	KDON1	0.795	0.846	0.846	0.647
	KDON2	0.815			
	KDON3	0.804			
WPERF	WPERF1	0.833	0.868	0.910	0.717
	WPERF2	0.897			
	WPERF3	0.864			
	WPERF4	0.833			

4.3.3 Hypothesis Testing

Table 4.3.3 shows that SMUW positively and significantly affects SOINTER (H_{1a} SMUW \rightarrow SOINTER $\beta = 0.144$, and $P < 0.01$). Hence H_{1a} hypothesis was accepted. SMUW positively and significantly affects TRUST (H_{1b} SMUW \rightarrow TRUST $\beta = 0.132$, and $P < 0.01$). Hence H_{1b} hypothesis was accepted. SMUW positively and significantly affects NRECIP (H_{1c} SMUW \rightarrow NRECIP $\beta = 0.139$, and $P < 0.01$). Hence H_{1c} hypothesis was accepted. SMUW positively and significantly affects SHAV (H_{1d} SMUW \rightarrow SHAV $\beta = 0.167$, and $P < 0.01$). Hence H_{1d} hypothesis was accepted. SOINTER positively and significantly affects KDON (H_{2a} SOINTER \rightarrow KDON $\beta = 0.038$, and $P < 0.01$). Hence H_{2a} hypothesis was accepted. SOINTER positively and significantly affects KCOLL (H_{2b} SOINTER \rightarrow KCOLL $\beta = 0.025$, and $P < 0.01$). Hence H_{2b} hypothesis was accepted. TRUST positively and

significantly affects KDON (H_{3a} TRUST \rightarrow KDON $\beta = 0.012$, and $P < 0.01$). Hence H_{3a} hypothesis was accepted. TRUST positively and significantly affects KCOLL (H_{3b} TRUST \rightarrow KCOLL $\beta = 0.101$, and $P < 0.01$). Hence H_{3b} hypothesis was accepted. NRECIP positively and significantly affects KDON (H_{4a} NRCEIP \rightarrow KDON $\beta = 0.080$, and $P < 0.01$). Hence H_{4a} hypothesis was accepted. NRECIP positively and significantly affects KDON (H_{4b} NRCEIP \rightarrow KCOLL $\beta = 0.210$, and $P < 0.01$). Hence H_{4b} hypothesis was accepted. SHAV positively and significantly affects KDON (H_{5a} SHAV \rightarrow KDON $\beta = 0.292$, and $P < 0.01$). Hence H_{5a} hypothesis was accepted. SHAV positively and significantly affects KCOLL (H_{5b} SHAV \rightarrow KCOLL $\beta = 0.289$, and $P < 0.01$). Hence H_{5b} hypothesis was accepted. KDON positively and significantly affects WP (H_6 KDON \rightarrow WP $\beta = 0.297$, and $P < 0.01$). Hence H_6 hypothesis was accepted. KCOLL positively and significantly affects WP (H_7 KCOLL \rightarrow WP $\beta = 0.212$, and $P < 0.01$). Hence H_7 hypothesis was accepted.

Table 4.3.3: Path coefficient

Path	Beta Value	P-value	Result
SMUW \rightarrow SOINTER	0.144	<0.01	Supported
SMUW \rightarrow TRUST	0.132	<0.01	Supported
SMUW \rightarrow NRECIP	0.139	<0.01	Supported
SMUW \rightarrow SHAV	0.167	<0.01	Supported
SOINTER \rightarrow KDON	0.038	<0.01	Supported
SOINTER \rightarrow KCOLL	0.025	<0.01	Supported
TRUST \rightarrow KDON	0.012	<0.01	Supported
TRUST \rightarrow KCOLL	0.101	<0.01	Supported
NRECIP \rightarrow KDON	0.080	<0.01	Supported
NRECIP \rightarrow KCOLL	0.210	<0.01	Supported
SHAV \rightarrow KDON	0.292	<0.01	Supported
SHAV \rightarrow KCOLL	0.289	<0.01	Supported
KDON \rightarrow WP	0.297	<0.01	Supported
KCOLL \rightarrow WP	0.212	<0.01	Supported

5. Discussions and implications

The significance of digitization cannot be overstated. Digitalization and digital technology have resulted in major advancements in business procedures, particularly in terms of knowledge resource management. As a result of the integration of digital technology, particularly social media networks, businesses have been able to -modernize their HR services and gain a competing edge (Mazurchenko & Marková, 2019).

The findings of social capital knowledge collecting and knowledge donating in a social media setting are linked. This shows that the stronger a person's social media contact with SMUK, the more likely he or she is to disclose information. We also observed that employee knowledge-sharing is influenced by reciprocity. As a result, in social networking networks with strong reciprocity norms, knowledge contributor is more inclined to share their expertise.

The most crucial feature of information sharing is a shared vision, which significantly impacts both KD and KC. When team members think they share the same vision, they are more likely to contribute their expertise or information, according to this cognitive component of social capital, which backs up Chiu et al. (2006) results.

Furthermore, data from a survey on the relationship between KC and KD and work performance found that employees' drive to obtain and share information to increase their performance. The results of the study back up earlier research that has highlighted this concern (Nguyen et al., 2020). Individuals perform better at work when they can gain new

skills and share them with their coworkers. Employees, in other words, feel that gaining relevant job-related information from others would help them perform better at work.

5.1 Theoretical implication

Particularly for academics and professionals working in the fields of management information systems and human resource management, the present study provides substantial literary contributions. First, a study model is created using the SCT to investigate how workers' performance at work is affected by their usage of social media. Secondly, the specific theoretical implication SIT, trust, NR, and SV, are affected by SMUW. Thirdly; in addition, all of the variables affected by social media use at work also affect on knowledge collecting, and knowledge donating. Fourthly, the most important theoretical contribution in this study KS also called (Knowledge collecting and knowledge donating) effect on work performance.

Lastly, despite the fact that scholars acknowledge the significance of differentiating between two knowledge-sharing behaviors—knowledge donation, or "communicating one's knowledge to others," and knowledge collecting, or "consulting others colleagues to get them to share their knowledge" (Van den Hooff & De Ridder, 2004) this issue is typically overlooked in the literature. Knowledge collecting and knowledge donating is a dimensions of knowledge sharing. Knowledge sharing has typically been viewed as a one-dimensional term in research (Kim & Lee, 2010; Yang, 2010). In this current research the scholar also individually tests the effect of knowledge collecting and knowledge on work performance. Consequently, this study also adds valuable information to the field of knowledge management research by offering additional clarity on which behaviors related to sharing knowledge have a greater impact on improving employee performance.

5.2 Managerial implication

The findings of this study show that the use of SM in the workplace is the most important variable that contributes to the development of SIT, trust, NR, and SV which helps to gather work-related information or knowledge and enhance the better work performance. This research suggests that the use of social media enhances work performance in organizations. Additionally, the advantages of the use of social media help the organizational manager to share knowledge information with organization employees, as well as the findings of this study support the knowledge sharing information to the organization's employees to clarify the organization's policies.

Second, the findings of this research in the SM context. SIT, trust, NR, and SV have a positive significant effect on KC and KD. In light of this, managers should encourage staff members to engage in frequent and regular discussions on SM platforms to foster SIT which are likely to lead to even more fruitful KC and KD behaviors. Additionally, supervisors should advocate for the implementation of rules that support an organizational culture predicated on the idea that reciprocity is expected in group projects. Organizations can use social media to this end by highlighting each member's knowledge contribution and assisting them in determining the fairness of the social exchange. Supervisors might even promote reciprocity by offering rewards to staff members who share their knowledge.

Additionally, actions must be taken to raise the degree of trust amongst an organization's members. Indeed, the findings of this study indicate that trust has a significant role in improving KD. This could mean that managers who want to support KS on SM platforms should encourage frequent interactions and conversations that help employees to understand one another better as well as activities that foster trust between and among coworkers. In addition, maintaining appropriate visibility levels for members' personal information—such as their name, division, or professional profile—that they disclose on

social media is another potential step that might be taken to boost trust between members of the organization.

Furthermore, as this study has shown, the strongest influence on KS behaviors in SM situations comes from a shared vision. In order to improve the sharing of information in SM networks, management must thus set clear goals and objectives by fostering conversations and SIT amongst network users inside the organization. Furthermore, as it has been demonstrated that knowledge sharing improves workers' productivity, managers must create an environment at their workplace that values direction and recognition in order to encourage people to contribute and KC.

6. Conclusions, future research, and limitations

The development of SM has changed the corporate background in the last decade, particularly in the sector of human resource management. In the midst of today's digital shift, social media has shown to be a great instrument for developing and maintaining communities of practice by offering linked venues for communication, collaboration, and information exchange (Berraies et al., 2020; Jarrahi, 2018). On the other hand, the advent of social media in the workplace has spurred debate regarding its usage, particularly its influence on employee performance (Van Zoonen 2017). Despite the fact that this may result in a significant loss of corporate growth prospects such as increased communication, knowledge sharing, and employee performance, many organizations are restricting employees' achieve to social snetworking sites within the organization (Ali-Hassan et al., 2015).

Future research may include many other sectors to increase the general ability of the findings. Furthermore, while the current study focuses on the banking industry in Pakistan, future research might be undertaken in other countries and should include the impact of cultural variations.

Finally, while scholars appreciate the necessity of distinguishing between knowledge collecting and knowledge donating (De Ridder, 2004), this distinction is frequently disregarded in practice. As a result, this research contributes to knowledge management research by explaining which information-sharing behavior influences employee performance.

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