The Effect of Knowledge Sharing practices on Employee Performance:

The Case of Bank of Abyssinia

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Declaration

I, the undersigned, declare that the thesis work entitled "**The Effect of Knowledge Sharing practices on Employee Performance: The Case of Bank of Abyssinia**" is my original work and has not been presented for a degree in any other university, and that all sources of materials used for the study have been duly acknowledged.

Declared by

_____	_____	_____
Name	Sign	Date

Letter of Certification

This is to certify that Ato Henok Hailu has properly completed his research project work entitled "**The Effect of Knowledge Sharing practices on Employee Performance: The Case of Bank of Abyssinia**" under my supervision. In my opinion, his project work is appropriate to be submitted to Addis Ababa University, School of Commerce, Department Human Resource as partial fulfillment requirement for the award of Degree in Masters of Human Resource Management for examination with my approval as a university advisor.

_____

Advisor: DR. Abraraw Chane

Date _____

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LISTS OF ACRONYMS

HRM - Human Resource Management

PM - Performance Management

KM – Knowledge Management

SPSS - Statistical Package for the Social Sciences

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Abstract

The purpose of this study is to investigate The Effect of Knowledge Sharing practices on Employee Performance: The Case of Bank of Abyssinia at Addis Ababa. To achieve the objectives of this study Cross-sectional research design was used. The study used Survey questionnaire, data was collected through questionnaire from a population of 308 employees and 300 questionnaires were returned. The data collected from the questionnaire were analyzed descriptive statistics to summarize respondents' demographics and variables, followed by inferential statistics including correlation analysis to assess relationships, multiple linear regression to evaluate the influence of knowledge-sharing practices on performance, and mediation analysis to explore the roles of motivation, trust, and absorption capacity. The results highlight the critical role of knowledge sharing in enhancing employee performance by improving motivation and the ability to absorb and utilize knowledge. Organizations should prioritize creating an environment that facilitates knowledge sharing, with a particular focus on boosting motivation and learning, while also recognizing the importance of trust. The study found a significant positive relationship between knowledge-sharing practices and employee performance at the Bank of Abyssinia, supporting social exchange theory and the knowledge-based view of the firm. Employees with positive perceptions of knowledge sharing exhibited enhanced task and contextual performance. Key mediators—motivation, trust, and absorptive capacity—accounted for 78.9% of the total effect of knowledge sharing on performance. Knowledge-sharing practices explained 44.8% of the variation in task performance and 45% in contextual performance, highlighting their direct impact on employee effectiveness. The findings emphasize the need for organizations to foster a supportive environment that enhances motivation, trust, and absorptive capacity. Based on the findings of the study, the researcher forwards sound recommendations including that organizations promote a culture of knowledge sharing to enhance employee performance, focusing on individual factors like motivation, trust, and absorptive capacity. Implementing performance management systems, developing user-friendly technologies, and fostering a trusting environment are essential. Additionally, customized training programs and continuous learning initiatives should be established, along with regular monitoring and feedback mechanisms to further improve knowledge-sharing practices and employee effectiveness.

Key Terms: performance management systems, Knowledge Sharing practices

CHAPTER ONE

1.1 INTRODUCTION

1.2 Background of the Study

Currently knowledge is becoming a critical strategic resource which is significantly influencing the performance and competitiveness of organizations (Kitimbo & Dalkir, 2013). Both private and public organizations are striving to effectively manage and leverage their knowledge assets (Gupta, 2003; Wang et al., 2014). Specifically, the banking industry is characterized by dynamism with rapidly changing technology, regulatory frameworks and changing customer demands. In order to adopt to these changing circumstances banks are required to invest heavily in technologies, human resources development and structural changes (Curado, 2008; Ramadan et al., 2017).

Now a days especially for the baking industry competitiveness is achieved through generating, maintaining, and utilizing knowledge effectively. Knowledge management is enabling banks for responding to rapidly changing customer need and requirements, enhancing operational efficiency and respond to rapidly changing regulatory frameworks (Curado, 2008). Knowledge sharing is one of the components of knowledge management, which is mostly depicted as the exchange of information, skills and knowledge within an organization. It involves the exchange of both explicit and tacit knowledge among employees of an organization (Nonaka & Lewin, 1994; Kharabsheh et al., 2016).

Effective knowledge contributed for facilitating continuous learning, problem solving and innovation with in organizations (Argote, & Fahrenkopf, 2016; Argote et al., 2003; Szulanski, 1996). In the banking industry where complex and dynamic processes are at play, Promoting a culture of knowledge sharing in an organization can contribute for improved employee performance and enhanced organizational effectiveness (Amin et al., 2019; Ramadan et al., 2017). The relationship between knowledge sharing practices and employee performance have been studied in different contexts. Most of these studies have indicated that knowledge-sharing practices have a positive impact on employee performance, employee productivity, organizational effectiveness and innovation (Iqbal & Malik, 2019; S. Wang & Noe, 2010). These studies, majority of them are studied in the advanced countries context and there are some studies in developing countries context but there is lack of investigation by focusing specifically on the banking sector. In Ethiopian context specifically, where the banking sector is exhibiting a tremendous growth and

increasing competition among banks (Alemayehu et al., 2018; Abera, 2019)) investigating this relationship is lacking.

One study conducted by Alehegn, (2022) have attempted to analyze the impact of knowledge sharing practices on Ethiopian banking specifically by taking banks operating in Bahirdar city but his study fails to specifically focus on employee performance rather is focuses on the wider organizational performance. Another study by Tilahun, (2022) attempted to study or explore the effect that knowledge management systems have on employee performance by taking as a case the customer service department of Ethio-telecom and his findings and conclusion are limited to the telecom industry alone.

Given the fact that the Ethiopian baking industry's growth and its inherent competitive environment studies exploring the relationship between knowledge sharing and employee performance are limited. Attempting to examine the relationship therefore, have theoretical and practical implications. This study is conducted so that it contributes to the existing body of literature and to provide practical recommendation and suggestions for both practitioners and theoreticians alike.

1.3 Statement of the problem

It is largely championed that knowledge sharing in an organization facilitates the transfer and sharing of knowledge and expertise with in organizations (Wang & Wang, 2012). By ensuring that individuals within an organization can get access to knowledge and skills which are required to perform a certain duty or responsibility effective knowledge sharing can contribute for enhancement of employee performance (Shujahat et al., 2019). In the context of Ethiopian baking industry, significant challenges have been faced for promoting knowledge sharing thereby handicapping employee performance and organizational effectiveness.

The banking industry is showing a tremendous growth in Ethiopia recently both in terms of numbers and the wide range of services banks provide (Gebremichael & Rani, 2019). Regardless of such expansion however many banks are struggling to formulate effective strategies and platforms for enhancing the transfer of knowledge with in their organization which contributes for operational inefficacies, and lack of consistency across departments and branches (Fettera, 2024). Bank of Abyssinia is one of the largest private banks in Ethiopia. This bank has been growing and expanding in both its operations and the wide range of services it provides to its customers. Given these complexities, therefore efficient mechanisms through which learning and development can

be facilitated for enhancing performance can have a significant influence on the overall competitiveness of the bank. There are several factor which in the literature are proclaimed to hinder the effectiveness of knowledge sharing with in an organization these are organizational culture, technological platforms and leadership commitment (Navimipour & Charband, 2016).

For developing effective knowledge management strategies, lack of empirical research investigating the relationship between knowledge sharing practice and employee performance is handicapping banks like Bank of Abyssinia (Alehegn, 2022). Therefore, analyzing the influence of knowledge sharing on employee performance is crucial for banks like BOA and others which are aspiring to improve their competitive advantage, enhance organizational productivity and maintain consistent level of service provision across geographic locations and departments

1.4 Research questions

This study attempt to answer the following research questions:

1. To what extent knowledge sharing practices in the bank of Abyssinia affects employees task related performance
2. To what extent knowledge sharing practices in the Bank of Abyssinia influences contextual performance of employees.
3. What interventions and strategies and intervention can promote the effectiveness of knowledge sharing with in the Bank of Abyssinia

These research questions are designed to guide literature review and the analysis of the study. By analyzing these questions in detail, contribution for the existing body of knowledge is sought.

1.5 Research hypotheses

The following are hypothesis of the study, which are tested through correlation and regression analysis.

H1: Knowledge sharing practices positively and significantly influences employee's task performance.

H2: Knowledge sharing practices positively and significantly influences employee's contextual performance

H3: Individual factors, which are motivation, absorption and trust positively, mediate the relationship between knowledge sharing practices and employee performance.

1.6 Objectives of the study

The general objective of the study is to examine the impact that knowledge-sharing practices have on employee performance.

Specific objectives of the study

- Assessing the impact of knowledge sharing practices on employee's task performance in BOA
- To analyze the influence of knowledge sharing practices on contextual performance with in BOA
- Analyzing the mediating influence that individual factors (motivation, trust and absorption) on the relationship between knowledge sharing and employee performance.

1.7 Scope of the Study

This study focuses on examining the effect of knowledge sharing on employee performance within the Bank of Abyssinia, a private commercial bank located in Ethiopia. The research specifically targets employees and knowledge sharing practices within the organization. The temporal scope of the study encompasses the period leading up to February 2024, which is the time of submission of the thesis proposal. The study does not extend beyond this timeframe.

In terms of geographical scope, the research is limited to the Bank of Abyssinia and its branches within Ethiopia. It does not include other banks or organizations outside the country. The study primarily investigates the relationship between knowledge sharing and employee performance, with a specific focus on task performance and contextual performance. It also explores the factors that facilitate or hinder knowledge sharing within the organization. While the study acknowledges the potential influence of other factors on employee performance, such as individual characteristics and organizational culture, it does not extensively delve into these areas. The primary emphasis remains on knowledge sharing and its impact on employee performance within the Bank of Abyssinia.

Overall, the scope of this study provides a comprehensive examination of knowledge sharing and its effects within the specified organizational context, offering insights and recommendations specific to the Bank of Abyssinia.

1.8 Significance of the Study

The significance of this study is manifolds to mention some. First, it will have theoretical contribution. Human resource theories will be tested their explanatory power can be explained based up on the output. Therefore, it contribute to the existing body of knowledge in the relationship between knowledge sharing and employee performance. Secondly it provides organizational insight. Practical implications are drawn from the analysis of findings. Specifically for the Bank of Abyssinia it provides useful insight on how to leverage knowledge sharing for improving employee performance. Also for other commercial banks, it suggests strategies and interventions for promoting effective knowledge sharing practices in their respective banks. Third, by providing an analysis on the impact of knowledge sharing on employee performance useful strategies, which can contribute for employee development, are forwarded. Fourth, the study stressed the importance of accelerated learning, innovation and organizational growth, which contributed for enhancing competitive advantage of organizations. BOA and similarly others can use such suggestion to lavage knowledge sharing practices for adapting to changing market trends, improving customer satisfaction and staying ahead of competition.

In general this study holds significance for academic discussions, providing practical insight for BOA and similar organization and helps in crafting strategies targeted at employee development and improving competitiveness.

1.9 Limitation of the study

This study is conducted by taking BOA Abyssinia as a case for enhancing the generalizability of the study to other organizations samples inclusion was necessary but the study is limited to BOA in order to address constraints related to time, finance and other resources. In addition, the study have conceptual limitations the variables which are included in this study are not robust list there are other variables which influence the relationship between knowledge sharing and employee performance. Due to the required time, effort and resources it is assumed that the relationship between knowledge sharing and employee performance as mediated by three significant variables in order to reduce variable omission bias.

1.10 Organization of the study

The study is organized in three chapters. The first chapter introduces the reader with the background of the study, the problem under study, the research questions hypothesis, scope and significance and limitations of the study. The second chapter presents theoretical and empirical

literature review. The third chapter details about the research methodology for the conduct of this study. While the fourth chapter presents the findings of the study and the fifth chapter provides summary of findings, conclusion, implications, and recommendations forwarded.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 Introduction

In today's world organizational competitiveness and success is largely dependent up on organizations ability to leverage their knowledge asset. Knowledge sharing is an effective mechanisms, which enables organizations for significantly; tap in to this resource effective knowledge sharing is associated with improved organizational competitiveness and improved employee performance (Kitimbo & Dalkir, 2013). Knowledge sharing involves the sharing of both explicit and tacit knowledge within an organization among employees (Nonaka & Lewin, 1994; Kharabsheh et al., 2016) it is found to contribute for accelerating continuous learning, improvement, innovation and enhanced problem solving in organization which make the effective use of it (Argote & Fahrenkopf, 2016; Argote et al., 2003; Szulanski, 2000). As it is indicated in research findings effective knowledge sharing is largely associated with improved employee performance, improved productivity and enhance organization effectiveness (Amin et al., 2019; Ramadan et al., 2017).

Several attempts have been made to investigate the relationship between knowledge sharing and employee performance in different contexts. These studies have indicated that knowledge sharing have a positive impact on the performance of employees, enhanced employee productivity, and innovation, which contribute for, enhanced organizational effectiveness (Iqbal & Malik, 2019; Sansora et al., 2022, Z. Wang & Wang, 2012). Majority of these studies were conducted in developed countries and there are few studies examining this phenomenon in developing countries particularly by focusing on the banking sector (Alemayehu et al., 2018; Asiimwe & Barigayomwe, 2024; Abera, 2019; BAGAJA, 2015).

In Ethiopia the banking industry have been witnessing a remarkable growth and expansion in the past two decades and competition in the industry is getting tough (Alemayehu et al., 2018; Tilahun, 2022). Case specific research on the context of Ethiopian commercial banks exploring the impact of knowledge sharing practice on employee performance is limited. One study conducted by Alehegn, (2022) attempted to examine the impact of knowledge management practices on organizational performance by taking Banks located in Bahirdar city as a case but this study did not specifically focus on the impact that knowledge sharing practices have on employee performance. Another study by Tilahun, (2022) tried to explore the effect of knowledge

management system on employee performance by taking ethiotelecom as a case but the conclusions drawn are context specific to the telecom industry.

This study is therefore an attempt to understand the relationship between knowledge sharing and employee performance in the context of commercial banks. The findings of the study provides a valuable insight for managers in the baking industry by providing useful insights on strategies on how to leverage knowledge sharing for improving the performance of their employees and their organizational effectiveness (Fettera, 2024). By investigating the relationship therefrom, it is believed that this study contributes for the existing body on knowledge and provide practices implication for improving knowledge sharing practices in away contributing from improve employee performance.

2.2 Knowledge sharing

Knowledge sharing is a vital component of knowledge management, which enables for the sharing of hands-on knowledge and skills among employees within a specified organization. it is a process which involves the sharing or transferring of knowledge between, individuals, teams and groups within an organization (MINU IPE, 2003; Yang & Wu, 2008). Different studies have indicated that knowledge sharing have a role in facilitating the dissemination and exchange of valuable skills, information, insights, experiences and best practices which enables organizations in leveraging their accumulated knowledge for enhancing decision making, innovation and problem solving capability which directly contributes for organizational success (Argote & Ingram, 2000; McNeish et al., 2010).

The concept of knowledge sharing have two components, which are tacit knowledge and explicit knowledge (Nonaka & Lewin, 1994). Knowledge that is personal, context specific and which is aligned with the individual experiences, beliefs and values is associated with tacit knowledge. Researchers mostly find it difficult to explain and formalize it which makes it challenges for sharing using traditional means (Polanyi M., 1966). Moreover, explicit knowledge is codified it can be expressed and shared through documents, online platforms peer to peer learnings and other formal organizational mechanisms (Nonaka & Takeuchi, 1996).

The effectiveness of knowledge sharing is highly dependent up on its ability to create new knowledge and insights which foster continuous learning within an organization (Davenport & Prusak, 1998). Therefore, creating an enabling environment where both explicit and tacit

knowledge is shared can help organizations leverage the collective expertise and experience of their employees in enhancing their decision-making capacity, problem solving abilities and promoting innovation and trust in an organization (GRANT, 1996; Nonaka & Takeuchi, 1996). Effective knowledge sharing also contributes for the creation of an organization environment, which increases the development of organizational memory, reducing wastage of knowledge and experiences due to turnover or organizational change (Argote & Ingram, 2000).

For explaining the underlying factors which influences knowledge sharing behavior in an organization several attempts are made to develop theoretical perspectives. Knowledge based view, social exchange theory, theory of planned behavior are to mention few. Knowledge based view (KBV) of the firm postulates that knowledge is one of the strategic resources of organizations and stresses that it provides sustainable competitive advantage (Grant, 1996; Spender, 1996). According to this theory, organizations, which effectively employ and leverage their knowledge asset through mechanisms such as knowledge sharing can improve their operational efficiency, innovation capacities and improve organizational competitiveness and effectiveness.

The other theoretical perspective is the Social exchange theory (SET) which offers important perspective with regard to knowledge sharing (Blau, 1964; Emerson, 1976). This theory postulates that individuals engage in social exchanges based on the expectation of reciprocity and mutual benefits (Cropanzano & Mitchell, 2005). Therefore, based on this theory individuals in an organizations engage in knowledge sharing if they expect reciprocal benefits (Bock et al., 2011; Kankanhalli et al., 2005).

In addition to the above theoretical frameworks and models are proposed and are developed to enhance and promote knowledge sharing with in organizations. The SECI (socialization, Externalization, combination and internalization) model developed by Nonaka & Takeuchi, (1996) provides 4 modes for enabling knowledge conversion with in organizations which are assumed to contribute for both tacit and explicit knowledge sharing. Knowledge management capability assessment model developed by Kulkarani & St. louis, (1999) provides a framework for analyzing knowledge management capacities of an organization.

To summarize, knowledge sharing is critical for organizational effectiveness and success and involves the sharing of both tacit and explicit knowledge. There are theoretical perspective, which can be used to explain knowledge sharing such as knowledge based view of the firm and social

exchange theory. Organizations by leveraging effective knowledge sharing practices can enhance continuous organizational learning, which directly contributes for improved employee performance and organizational competitiveness.

2.3 Employee performance

According to Sonnentag & Frese, (2002) Employee performance involves the total result of an individual's efforts, abilities and attitudes in delivering their tasks. It is one of critical concepts in the organizational behavior and management studies and is indicated in many studies as influencing directly the success of organization and their effectiveness (Sonnentag & Frese, 2002b).

Many scholars indicate that employee performance have two basic distinct components which are task performance and contextual performance (Borman & Motowidlo, 2009; Conway, 1999; Motowidlo & Van Scotter, 1994). Task performance is described as the degree in which employees execute successfully their assigned duties and tasks (Conway, 1999). It is associated with behaviors which are directly related to the transformation of the resources of an organization into goods and services or into activities which contributes for the achievement of organizational goals (Borman & Motowidlo, 2009). It encompasses quantity of work, quality of work, knowledge of job and task proficiency which are related to adherence to guidelines and rules and effectively utilizing knowledge and skills required to undertake a certain job (Campbell & Wiernik, 2015; Koopmans et al., 2011).

Contextual performance is known mostly as organizational citizenship behavior (OCB). It is mostly associated with behaviors and actions on which employees engage that support broader organizational and psychosocial environment (Dennis W.Organ, 1997; Van Scotter & Motowidlo, 1996). They might not be directly related to the core of jobs but mostly helps in creating positive work environment up on which an organization operates efficiently and effectively (Conway, 1999). Examples of contextual performance includes volunteering, helping colleagues in times of need, promoting the interest of the organization and maintain positive attitude towards colleagues and the organization.

The difference between task performance and contextual performance is made to differentially understand the different aspects of employee performance as they can be influenced by different factors (Conway, 1999; Motowidlo & Van Scotter, 1994). Task related performance of employees is largely determined by the knowledge, skill, abilities and motivation of employees (Campbell &

Wiernik, 2015). Contextual performance on the other hand is influenced by personality traits, perceptions, attitudes and values (Organ & Ryan, 1995; Podsakoff et al., 2000).

Albeit their differences both task and contextual performance contribute for overall organizational success and effectiveness but in different ways (Koopmans et al., 2011; Motowidlo & Van Scotter, 1994). Task performance is indicated as directly influencing the quantity and quality of services or goods produced by the organization while contextual performance is associated with the social and psychological context of an organization (Borman & Motowidlo, 2009; Conway, 1999).

To sum things up, employee performance have two distinct components. Contextual performance which involves the behavior that employees exhibit willingly which supports the organizational environment while task performance which is related to the core aspect of individuals jobs, task and duties. Both contributed for the overall organizational effectiveness.

2.4 Relationship between knowledge sharing and employee performance

The relation between knowledge sharing and employee performance have attracted significant attention from both researchers and practitioners alike. Many of these studies have indicated that effective knowledge sharing positively influence employee performance by enabling an organization to create access for relevant knowledge, improving decision making process and creating a conducing and collaborative work environment (Wang & Noe, 2010; Srivastava et al., 2006).

There are theoretical perspectives, which provide insight in to the mechanisms through which knowledge sharing influences employee performance in an organization context. Knowledge based theory of firm (KBV) stresses by facilitating the transfer and exchange of knowledge across individuals and teams organizations can enhance their operational efficiency and problem solving capability, which contributes for overall effectiveness of the organization. according to the social exchange theory individual in an organization engage in knowledge sharing if they anticipate benefits (Blau, 1964; Emerson, 1976; Bock et al., 2005; Kankanhalli et al., 2005). According to this theory employee engage in knowledge sharing behavior when they perceive their efforts are valued which inadvertently can lead to improved collaborative environment and team work (Cabrera & Cabrera, 2005; Chuang et al., 2016). In addition the social capital theory can help explain the importance of social relations and networks for facilitating knowledge sharing (Nahapiet & Ghoshal, 2013). According to this theory trust among employees, can enhance

knowledge sharing which leads to which contributes for increased innovation and problem solving ability (Tsai & Ghoshal, 1998; Yli-Renko et al., 2001).

Empirical evidences indicate positive relationship between knowledge sharing and employee performance. A meta-analysis by Wang & Noe, (2010) indicate that knowledge sharing behaviour are positively associated with individual outcomes which are relted to task performance, creativity and organizational commitment. A study by Chuang et al., 2016 indicated that knowledge sahring is positively related with bothe tack and contextual performance in the hospitality industry.

The relationship between knwoldge ahring and employee perforamcne is moderated by indicidual and organizational factors. Studies by Lin, 2007 & Cabrera et al., 2006 indicate that intrinsic motivation of employees, the trust that they have in colleagues and the perceived organizational support influences the willingness of employee to engage in knowledge sharing behavior. In addition these individual factors organizational culture, leadership and technology can have a facilitation or hindering impact on knowledge sharing practices (Navimipour & Charband, 2016; IPE, 2003).

To summarize the theoretical and empirical literature indicates a positive relationship between knowledge sharing and employee performance i.e. both component contextual performance and task performance. This relationship can be mediated by organizational individual factors.

2.5 Knowledge sharing and employee performance in the baking industry

In the banking industry it is currently recognized that knowledge sharing have a contribution for employee performance. The bank industry is characterized by an environment in which dynamism and high competition is prevalent therefore leveraging knowledge asset can contributed of enhanced competitiveness and organizational effectiveness (Curado, 2008; Ramadan et al., 2017). A study by Amin et al., (2023) which investigated the relationship between knowledge sharing, organizational learning and employee performance in the Malaysian banking sector using a smaple of 310 employees. This study have shown that knowledge sharing have a positive and significant impact on employee performance. Ramadan et al. (2017) in the context of Islamic banking, examined the influence of knowledge sharing on innovation capabilities and employee performance. This study have found out that knowledge sharing positively influenced both innovation capability and employee performance. Hosain and Hossain (2018) focusing on the Bangladesh banking sector explored the role that knowledge sharing plays in employee

performance and found out that a positive and significant relationship between knowledge sharing and employee performance.

Chawla and Joshi (2011) and joshi investigated impact of knowledge sharing on employee performance in the indian banking industry context and found out that effective knowledge sharing practices infleucend positively the performance of employees.

Empirical studies have consistently indicated that knowledge sharing positively influences employee performance in the baking sector. while majority of these studies are more focued on employee performance while missing to account for the dimensions of employee performance understanding this will provide an insight in the development of targeted intervention for enhancing employee performance.

2.5 Knowledge sharing and employee performance in developing countries context

While the relationship between knowledge sharing and employee performance has been extensively studied in developed countries, empirical research in the context of developing economies is relatively limited. However, the existing studies provide valuable insights into the unique challenges and factors influencing knowledge sharing practices and their impact on employee performance in these contexts.

In a study conducted in the Ghanaian banking sector, Boateng and Agyemang (2015) investigated the effect of knowledge sharing on employee performance. Using a sample of 200 employees from various banks, the study found a positive and significant relationship between knowledge sharing and employee performance. The authors highlighted the importance of fostering a culture that encourages knowledge sharing, as well as implementing appropriate knowledge management strategies to enhance employee performance in the Ghanaian banking industry.

Focusing on the Nigerian context, Ogbo et al. (2015) examined the impact of knowledge sharing on employee performance in the banking sector. Their study, involving 250 employees from commercial banks, revealed that both explicit and tacit knowledge sharing had a positive influence on employee performance. The researchers emphasized the need for Nigerian banks to create an enabling environment that promotes knowledge sharing, including the use of appropriate technology and the development of trust and collaboration among employees.

In the Ethiopian context, empirical research on knowledge sharing and employee performance is scarce, particularly in the banking sector. However, a few studies have explored related aspects of knowledge management and organizational performance.

Alehegn (2022) investigated the impact of knowledge management practices on organizational performance in the Ethiopian banking sector, focusing on banks in the Bahir Dar area. While the study did not specifically examine the role of knowledge sharing or its effects on employee performance, it highlighted the importance of knowledge management practices for enhancing organizational performance in the Ethiopian banking context.

Another study by Tilahun (2022) explored the effect of knowledge management systems on employee performance in the customer service department of Ethio Telecom, a telecommunication company in Ethiopia. The findings indicated a positive relationship between the implementation of knowledge management systems and employee performance. Although not directly focused on the banking sector, this study provides insights into the potential benefits of knowledge management practices, including knowledge sharing, for improving employee performance in the Ethiopian context.

It is important to note that developing countries often face unique challenges in implementing effective knowledge sharing practices due to factors such as limited technological infrastructure, cultural barriers, and organizational constraints. These challenges may influence the extent to which knowledge sharing practices can be effectively implemented and their subsequent impact on employee performance.

Furthermore, the existing empirical studies in developing countries have primarily focused on the overall relationship between knowledge sharing and employee performance, with limited exploration of the specific dimensions or mechanisms through which this relationship operates. Future research in the Ethiopian context, particularly in the banking sector, could provide valuable insights by examining the influence of knowledge sharing on different aspects of employee performance, such as task performance and contextual performance.

In summary, while empirical research on knowledge sharing and employee performance in developing countries, including Ethiopia, is limited, the available studies suggest a positive relationship between these variables. However, there is a need for further investigation to account for the unique challenges and contextual factors present in developing economies, as well as to explore the specific dimensions and mechanisms underlying the relationship between knowledge sharing and employee performance in the Ethiopian banking sector.

2.6 Research gap and justification

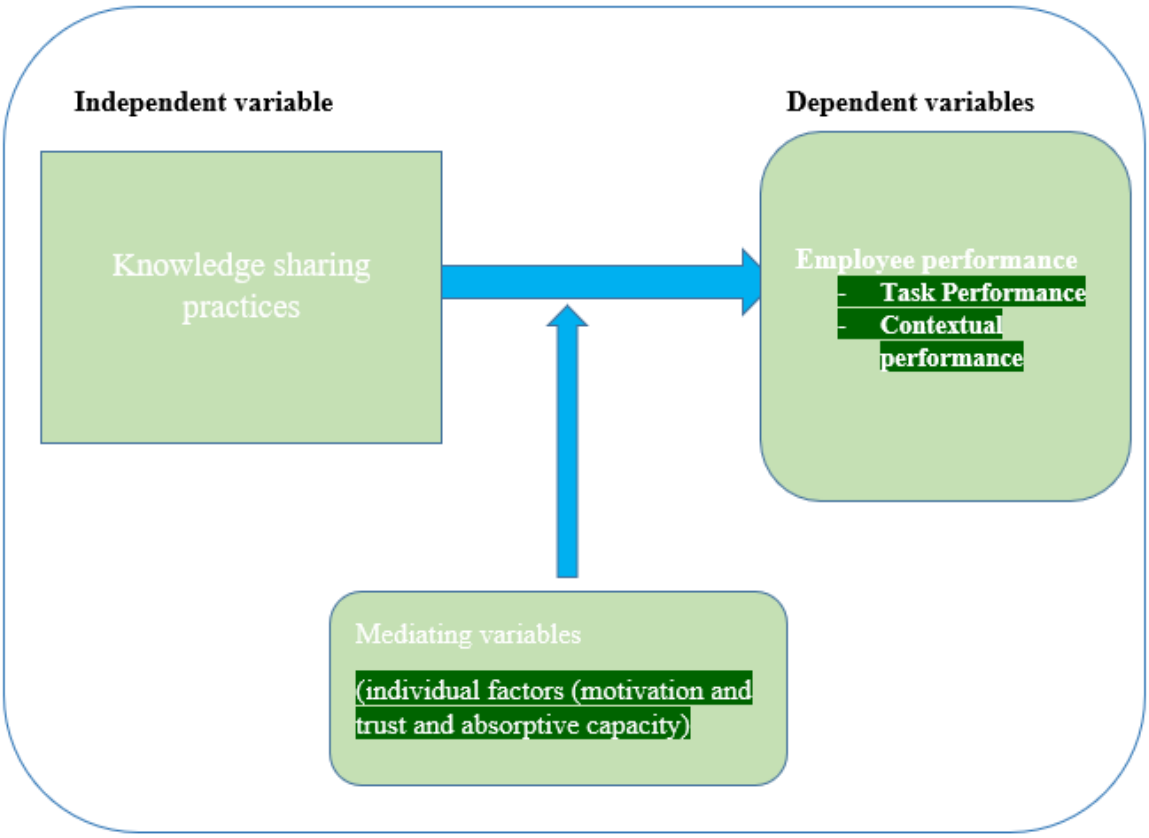
In the above discussions an attempt is made to review empirical works on the relationship between knowledge sharing and employee performance but notable gap is witnessed in the context specific research in Ethiopian Banking industry. The majority of studies reviewed above are conducted with the developed countries context.

Further, most of these studies are focused on the overall impact aht knowledge sharing have on employee performance without dissecting its specific relationship with employee performance components. This lack of examination of the relationship between knowledge sharing practices and each employee performance dimensions provides a leeway for research.

Addressing this research gap is necessary for various reasons. The first reason is that this study will have theoretical contributions, which can potentially enrich or contribute to exiting frameworks. Secondly, the findings of this study can offer practical implications for the baking decision makers in Ethiopia by understanding how different factors influence employee performance. This can enable for the development of targeted intervention and leveraging knowledge sharing for enhancing organizational effectiveness. Third, context specific insight can be generated for the Ethiopian banking industry operator. This can enable for the constructing of tailored and effective knowledge management initiatives. Finally, yet importantly, this study can contribute for enhancement of competitive advantage for banks by identifying the role that knowledge sharing practices play in improving service quality, innovation and responding to market demands which ultimately drive organizational effectiveness.

2.7 Conceptual framework

Figure1: conceptual framework



The above conceptual framework is a visual representation of the relationship between the dependent variable (employee performance) and the independent variable knowledge sharing. The arrows indicate the hypothesized relationship between the dependent and independent variables. In addition, the mediating variables interact with the main relationship bet ween the dependent and independent variables.

CHAPTER THREE

3.RESEARCH METHODOLOGY

3.1 Research Philosophy

This study adopts a positivist philosophy which postulates that reality is objective and is independent of human perception (Creswell, 2009) (Saunders et al., 2007). Mostly positivists through empirical observation and measurement opt for uncovering causal relationships and generalizable patterns (Saunders et al., 2007).

Specifically for this study, this philosophy is important because the study is an attempt to quantify the relationship between knowledge sharing practices employee performance with in Bank of Abyssinia. Based on this positivist approach the relationship can be objectively measured and analyzed using statistical techniques (Creswell, 2009). Therefore, this study will rely mainly on the collection of empirical data for analyzing the causal relationship between the dependent and independent variable.

3.2 Research Approach

This study follows a quantitative research approach since this approach aligns with the research philosophy discussed above (Creswell, 2009). This approach involves the collection and analysis of numerical data, which allows for the statistical measurement of variables.

This approach is followed since it allows for quantifying the impact of knowledge sharing on employee performance by taking Bank of Abyssinias head office as a case. Therefore, quantitative data will be collected on the variables knowledge sharing practice, task performance, and contextual performance and on meditating variables (motivation, trust and absorption)

This approach allows for the generalization from the finding to a larger population, which in this case is Bank of Abyssinia. By ensuring the reliability of instrument, objective measurement can ensure contribution to existing knowledge base

3.3 Research design

Cross-sectional research design is adopted for the conduct of this study which involves the collection of data from target population at a point in time (Creswell, Creswell, 2021). This study design in very suitable for examining relationships between causal variable and for describing the chcarchertistincs of the population by taking samples (Saunders et al., 2007).

3.4 Data sources

Survey questionnaire: primary data is collected by administering structured survey questionnaire to sampled respondent working in the head office of the Bank of Abyssinia. The questionnaire have four sections the first section was employed to generate demographic information, the second for knowledge sharing practices, the third for task performance indicators the fourth for contextual performance indicators and the last section is for mediating variables. Likert scale are used to measure the perception and attitude of sampled responds for a given items measuring each variable. The survey questionnaire was collected electronically through mailed questionnaire and google form was employed to collect data.

Secondary data: published and unpublished works, repots are collected to gather meaningful information related to the phenomenon in question.

3.5 Target population and sampling

The target population of this study is 2147 employees working at the head office of Bank of Abyssinia. To ensure adequate and representativeness of sample, stratified sampling techniques was employed. This sampling technique involves dividing the target population it to homogenous subgroups and is used for ensuring that samples are accurately taken form different subgroups (Neyman, 1934).

3.6 Sample size

A commonly accepted size of sample for correlation and regression analysis is 30 participant per variable (Tabachnick & Fidell, 2019). The sample size shall be large enough to generate meaningful information and ensure representativeness.

3.6.1 Sampling determination

For ensuring that adequate representation is ensured from different subgroups the population is divided in to strata Cochran, (1997) formula was employed to generate samples.

Table 3.1 Sample inclusion

No	Stratum	Population	Sample
1	Directors	42	8
2	Managerial staff	89	18
3	Middle-level staff	1400	282

To determine the sample size, Cochran, (1997) formula for stratified random sampling is employed. The formula for sample determination is:

$$n = (Z^2 * p * q * N) / (e^2 * (N - 1) + Z^2 * p * q)$$

Where:

n = required sample size

Z = confidence level (1.96 for 95% confidence level)

p = estimated proportion of the population with the characteristic of interest (0.5 for maximum variability)

q = 1 – p

N = total population size

e = desired margin of error (0.05 for ±5% precision)

Assuming a 95% confidence level and a ±5% margin of error, we can calculate the sample size as follows:

N = 42 + 89 + 1400 = **1531**, p = **0.5**, q = 1 - 0.5 = **0.5**, Z = **1.96** (for 95% confidence level), e = 0.05

Substituting values in to the formula:

n = (1.96^2 * 0.5 * 0.5 * 1531) / (0.05^2 * (1531 - 1) + 1.96^2 * 0.5 * 0.5)

n = 307.9 ≈ 308

To ensure proper representation from each stratum, the sample size for each stratum is calculated using proportional allocation:

Stratum 1 (Directors)	n1 = (42 / 1531) * 308 = 8
Stratum 2 (Managerial staff)	n2 = (89 / 1531) * 308 = 18
Stratum 3 (Middle-level staff)	n3 = (1400 / 1531) * 308 = 282

Therefore, the suggested sample size for this study is 308, with a breakdown of 8 directors, 18 managerial staff, and 282 middle-level staff.

3.7 Method of data analysis

Descriptive analysis: descriptive analysis was conducted to summarize the demographic information of respondents. In addition, descriptive summary of each variables is presented. Interpretation mean, frequencies, standard deviation and percentages are employed.

I**nferential analysis:** here correlation analysis is conducted to determine the linear relationship among variables.

Regression analysis: multiple linear regression analysis is conducted to understand the influence of knowledge sharing practices on task and contextual performance

Mediation analysis: is conducted to understand the mediating role of motivation, trust and absorption capacity in the relationship between the dependent and independent variables.

3.8 Ethical Considerations

Throughout this research, ethical guidelines will be followed. Informed consent will be generated from respondents before providing questionnaires; confidentiality of responses will be ensured, and adhering to data protection policies.

CHAPTER FOUR

4. RESULT AND DISCUSSION

4.1 Introduction

In this section data presentation and analysis is conducted. This chapter have two major sections, which include the descriptive section, and inferential section following from these the findings are summarized. The findings are presented using tables and charts to make meaning of the data frequencies, descriptive summaries, correlations and regressions are conducted and presented. In the first section, demographic characteristics and descriptive summaries for each variables are presented. In the second section the correlation analysis and regression, analysis is presented. The correlation analysis is conducted using partial correlation analysis since it is assumed that the relationship between the dependent and independent variables is mediated by variables such as motivation, trust and absorptive capacity. While in the regression analysis at first simple linear regression is performed for understanding the linear relationship between the dependent and independent variable and the independent and mediating variables.

4.2 Descriptive statistics

4.2.1 Demographic characteristics of respondents

4.2.1.1. Age of respondents

Table 4.1. Age of respondents

		Frequency	Percent	Valid Percent
Valid	20-30	150	50.0	50.0
	31-40	101	33.7	33.7
	41-50	37	12.3	12.3
	Above 50	12	4.0	4.0
	Total	300	100.0	100.0

Source: own computation using data collected

The age distribution of sample respondents is presented above. According to able above table,

4.2.1.2. Respondents Gender

Table 4.2. Respondents Gender

		Frequency	Percent	Valid Percent
Valid	Male	194	64.7	64.7
	Female	106	35.3	35.3
	Total	300	100.0	100.0

Source: own computation based on data collected

From the sampled respondents according to the table above, 64.7 percent are male and 35.3 percent are female. Inclusion in to the sample is random and no targeting was done when collecting the data.

4.2.1.3. Educational level of respondents

Table 4.3. Level of education

		Frequency	Percent	Valid Percent
Valid	Bachelor's degree	138	46.0	46.0
	Master's degree	162	54.0	54.0
	Total	300	100.0	100.0

Source: own computation based on data collected

According to the above table, from the sampled respondents 46%(138) of respondents have Bachelor's degree while the rest 54%(162) respondents have master's degree while others which are below B.A degree and Above master's degree have no response rate.

4.2.1.4. Years of service in BOA

Table 4.4. Years of service in BOA

		Frequency	Percent	Valid Percent
Valid	<1 year	5	1.7	1.7
	1-3years	57	19.0	19.0
	4-6 years	109	36.3	36.3
	7-10 years	82	27.3	27.3
	>10 years	47	15.7	15.7
	Total	300	100.0	100.0

Source: own computation based on data collected

The above table, which summarizes years of service in the Bank of Abyssinia, indicates that 1.7% (5) have less than 1 years of experience, 19 %(57) have 1 up to 3 years of experience, 36.3 %(109) have 4 up to 6 years of experience, 27.3% (82) have 7-10 years of experience and greater than 10 years of experience.

4.2.1.5. Level attained in the organization

Table 4.5. Level Attained in BOA

		Frequency	Percent	Valid Percent
Valid	Entry level	210	70.0	70.0
	Middle Management	77	25.7	25.7
	Senior Management	13	4.3	4.3
	Total	300	100.0	100.0

Source: own computation based on data collected

The above table presents respondents attained level in the bank of Abyssinia. From the total sampled respondents 70 %(210) respondents, 25.7 %(77) are in middle level management and 4.3 %(13) of the sampled respondents are in senior management.

4.2.2. Descriptive summary of variables

In this section, descriptive summary of independent and dependent variables of the study are presented. To conduct the presentation frequency tables are used while to conduct the analysis minimum, maximum, mean and standard deviation of each indicator items are presented.

4.2.2.1. Descriptive summary of knowledge sharing practices

Knowledge sharing practices in an organization indicate an organizations existing capacity in creating knowledge sharing platforms, existing culture in knowledge sharing, organizations leadership support for facilitating knowledge sharing and existing reward and recognition for sharing knowledge. According to many studies, effective knowledge sharing practices with in an organization have a positive and significant influence on employee's task related performance and contextual performance. With regard to task related performance of employees it is assumed that an organization which sufficiently creates access for employees to have relevant knowledge they can be better equipped and capable in delivering their responsibilities and enhance their performance. Here it is assumed that providing access for employees to learn from the experienced and knowledgeable colleagues, expertise in the field and facilitating the easy exchange of knowledge can enhance task performance of employees. While contextual performance is related to behaviors that employees willingly pursue. These are related to going beyond formal job descriptions for contributing to enhanced organizational effectiveness. Here it is assumed that an organization, which promoted a collaborative and supportive environment, which can make

employees able and willing to share knowledge, can enhance the motivation, job satisfaction and commitment of employees.

In the following table descriptive summary of items included for measuring knowledge, sharing practice in Bank of Abyssinia is presented. Minimum, maximum, mean and standard deviation is presented to present and interpret the data.

Table 4.6. Descriptive summary of Knowledge sharing practices

	N	Minimum	Maximum	Mean	Std. Deviation
BOA encourages employees to share their knowledge and expertise with others	300	1	5	4.07	1.072
I actively share my knowledge and experience with my colleagues in time of need	300	1	5	4.19	.853
My organization avails the necessary tools and systems for facilitating knowledge sharing	300	1	5	3.91	.897
It is easy to access and retrieve knowledge from my organizations knowledge management platform or system	300	1	5	3.98	.945
There is a reward and recognition for employees who actively share their knowledge in my organization	300	1	5	3.43	1.103
I believe sharing knowledge is beneficial for me and my organization	300	1	5	4.41	.890
Valid N (listwise)	300				

Source: own computation-using data collected

According to the above table we can understand that the average mean of knowledge sharing practices is above 3 while the standard deviation of each item is below 1.1 which indicates that responses on each item is clustered around the mean. In other words, we can say that the data is distributed normally. Accordingly, we can also infer that respondents have a positive perception with regard to existing knowledge sharing practices in BOA with mean values above 3.

4.2.2.2. Descriptive summary of task performance indicators

Task performance is generally described as the ability of an organization employee for effectively delivering their assigned responsibilities and tasks. Most studies align task performance with an employee's level of efficiency and effectiveness in completing tasks. It is mostly indicated in behaviors and action, which are specific and observable, which directly are aligned with employee's duties and responsibilities. Mostly, task related performance is related with factors, which are individual, organizational and environmental.

In the following table descriptive summary of items considered to measure task performance in BOA are presented. These indicators are not a robust list but are assumed to indicate task related

performance of employees adequately for this study. For this specific study, individual task performance indicators are the focus of attention. Below In the table the descriptive summary of individual task performance indicators are presented.

Table 4.7. Descriptive Summary of Task performance indicators

	N	Minimum	Maximum	Mean	Std. Deviation
I complete the assigned duties and responsibilities of my job adequately	300	1	5	4.35	.850
I meet the formal performance requirements of my job	300	1	5	4.35	.847
I achieve the desired quantity and quality my work consistently	300	1	5	4.27	.795
I strictly follows guidelines and procedures for carrying out my assigned tasks	300	1	5	4.31	.793
Valid N (listwise)	300				

Source: own computation-using data collected

According to the above table, the mean values are greater than 4 and the standard deviation is below 1. The mean values for each item included to measure task performance in BOA is above 4 indicating that respondent's positive attitude towards their task related performance. In addition, the standard deviation value indicates responses are clustered around the mean or are normally distributed.

4.2.2.3. Descriptive summary of contextual performance indicators

Contextual performance is one part of employee performance, which directly is related to the voluntary action, and behaviors of employees, which are not directly, related to their job descriptions. It usually encompasses behaviors and actions, which are not directly recognized by the formal structural reward system. It is assumed that these factors enhances performance of employees since they contribute for social, organization and psychological environment in which tasks are performed. Contextual performance of employees is influenced by factors, which are individual, organizational and situational. The personality, attitude, commitment and motivation of an employee, the culture of the organization, leadership support and performance management practices, and perceived fairness in an organization are believed to influence it. For this particular study, individual related factors are considered since others are beyond the scope of this study.

There are many indicators employed by different researchers to measuring the contextual performance of employee in organizations. The following items are included as they relate to the

study target. In the following table the descriptive summary of contextual performance, indicators are presented.

Table 4.8. Descriptive Summary of contextual performance indicators

	N	Minimum	Maximum	Mean	Std. Deviation
Willing I help others who are heavily overloaded with work and other problems	300	1	5	4.19	.853
I make positive suggestions for the improvement of the overall functioning of my organization	300	1	5	4.24	.907
I actively engage in meetings and group discussion	300	1	5	4.06	.903
I exhibit positive attitude and outlook towards my job and my organization	300	1	5	4.20	.854
I engage in behaviors which promote the interests and wellbeing of my organization	300	1	5	4.19	.865
Valid N (listwise)	300				

Source: own computation based on data collected

As can be inferred from the above table the average mean values for each item are above 4 indicating positive attitude of sampled respondents towards their task related performance. Standard deviation values for each item are below one indicating clustering of values around the mean or normality of the data.

4.2.2.4. Descriptive summary of motivation for sharing knowledge

Motivational factors are mostly considered to have a direct influence on knowledge sharing practices. Literatures in the field indicated that they are a mediator in the relationship between knowledge sharing and employee performance. In this study, motivation is considered as one of the mediating variables in the relationship between the dependent and independent variables. In the following table summary of items included to measure motivating factors for knowledge, sharing is presented. most importantly, items included as motivating factors measure intrinsic motivation for sharing knowledge.

Table 4.9. Descriptive summary of motivating factors for knowledge sharing

	N	Minimum	Maximum	Mean	Std. Deviation
Sharing my knowledge is an enjoyable experience for me	300	1	5	4.28	.911
I believe sharing my knowledge can enhance my professional development and growth	300	1	5	4.36	.897
I feel a sense of satisfaction when I share my knowledge and expertise with colleagues	300	1	5	4.38	.867

Sharing knowledge aligns with my personal values and beliefs	300	1	5	4.28	.863
Valid N (listwise)	300				

Source: own computation based on data collected

According to the above table, the mean values for each item is above 4 which indicates positive response towards intrinsic motivation of employees. Here therefor we can infer that employees feel a sense of satisfaction, enjoyment and personal fulfillment in sharing knowledge with in BOA.

4.2.2.5. Descriptive summary of trust for sharing knowledge

Trust is considered as one of mediating variables in understanding the relationship between the dependent and independent variable for this study. It is assumed that it has a significant mediating influence between the dependent and independent variable. According to many researchers findings trust is considered fundamental in enabling a conducive environment for knowledge sharing. It is assumed that it is when employees trust their colleagues and supervisors that they can feel comfortable for sharing knowledge. In the following table, descriptive summary of items included for measuring trust in sharing knowledge is presented.

Table 4.10. Descriptive summary of trust indicators for sharing knowledge

	N	Minimum	Maximum	Mean	Std. Deviation
I freely share my ideas and knowledge without fear of criticism and ridicule	300	1	5	4.07	.921
I trust my colleagues will use the knowledge I share in a responsible and ethical manner	300	1	5	4.11	.864
There is a climate of mutual trust and respect among employees within the organization	300	1	5	4.02	.930
I trust that the organization values and recognizes the contributions of knowledge sharing	300	1	5	4.14	.929
Valid N (listwise)	300				

Source: own computation based on data collected

As indicated in the above table the mean values for trust in knowledge sharing is above 4 indicating positive attitude towards employees interpersonal and organizational level trust in BOA. Standard deviation is also below 1 indicating clustering of responses around the mean. From here we can understand that respondents have clearly indicated in Bank of Abyssinia trust among employees for sharing knowledge is considerably high.

4.2.2.6. Absorptive capacity

Absorptive capacity is an individual's ability to recognize and value new knowledge and information shared by colleagues, the organization and from the external sources. Absorptive capacity have many components among them the ability to recognize and gather relevant knowledge, an ability to analyze and interpret an acquired knowledge, capacity to merge newly gather knowledge with the existing knowledge and ability for employing such knowledge to the betterment of the organization. In the following table, descriptive summary of absorptive capacity is presented.

Table 4.11. Descriptive summary of Absorptive capacity indicators

	N	Minimum	Maximum	Mean	Std. Deviation
I have the necessary skills and capabilities to understand and apply new knowledge shared by others	300	1	5	4.21	.865
I actively seek out and acquire new knowledge that is relevant to my work	300	1	5	4.25	.861
I am able to integrate and combine new knowledge with my existing knowledge	300	1	5	4.30	.824
I am able to apply knowledge I acquire from others to improve my work performance	300	1	5	4.26	.879
Valid N (listwise)	300				

Source: own computation based on data collected

From the above table is indicated that the average mean for each items included to measure the absorptive capacity of employees is above 4 indicating positive attitude of respondents towards their own absorptive capacity. The standard deviation for each item is below 1 indicating clustering of responses around the mean. Therefore, we can deduce that sampled respondents' perception of their absorptive capacity in acquiring, employing and generating knowledge is considerably better.

4.3. Inferential statistics

4.3.1. Reliability analysis

For measuring the reliability of the instrument used for this study, Cronbach's alpha measurement is used. Cronbach's alpha is most commonly used statistical measure to analyze the internal consistency of set of items to measure a certain variable. Cronbach's alpha measurement has a rule of thumb for interpreting coefficients if the values of Cronbach's alpha ≥ 0.70 it is acceptable for research, if ≥0.80 it is excellent, it is between 0.60 and 0.70 mostly for exploratory studies it is acceptable and below 0.60 it considered poor or unacceptable.

Table 4.12. Reliability analysis

Variables	Cronbach alpha	N
Knowledge sharing practices	.883	6
Task performance	.915	4
Contextual performance	.909	5
Motivation	.909	4
Trust	.883	4
Absorptive capacity	.926	4

Source: own computation using data collected

The above table is a summary of reliability measurement conducted using Cronbach's alpha. The Cronbach's alpha coefficient for knowledge sharing practices, task performance, contextual performance, motivation, trust and absorptive capacity are above 0.80, which is considered good, or in some cases excellent. Therefore, we can conclude that the set of items used to measure each variables are internally consistent and are reliable for analyzing the influence of knowledge sharing practices on employee performance.

4.3.2. Correlation analysis

Correlations analysis is mostly used to determine the strength and direction of linear relationship between variables of interest. The result of a correlation values can range from -1 to 1. A correlation coefficient with a value of -1 indicates a perfect inverse relationship between variables. While +1 shows a perfectly direct relationship between variables.

There are different types of correlation coefficients, which are employed mostly in research. The most common one is Pearson's correlation coefficient, which is used to analyze linear relationship between two variables and is not used for analyzing nonlinear relationships between variables. For

the conduct of this study both Pearson's correlation coefficient and partial correlation analysis will be conducted. Pearson's correlation coefficient is employed to analyze the linear relationship between the dependent and independent variables and the dependent and mediating variables. Partial correlation is conducted to control the mediating effect of variables, which are considered to have a modifying effect on the relationship between employee performance components and knowledge sharing practices in the Bank of Abyssinia.

4.3.2.1. Correlation analysis of task performance

Table 4.13 Correlation Task performance

		TskPerf	KnowSHr	Mmotvt	Mtrust	Mabsorpt
TskPerf	Pearson Correlation	1	.669**	.752**	.677**	.736**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	300	300	300	300	300
KnowSHr	Pearson Correlation	.669**	1	.676**	.677**	.686**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	300	300	300	300	300
Mmotvt	Pearson Correlation	.752**	.676**	1	.727**	.827**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	300	300	300	300	300
Mtrust	Pearson Correlation	.677**	.677**	.727**	1	.792**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	300	300	300	300	300
Mabsorpt	Pearson Correlation	.736**	.686**	.827**	.792**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	300	300	300	300	300

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

Source: computed from data collected

The above linear correlation table shows the linear relationship between variables of interest. As can be inferred from above, the relationship between variables of interest is both positive and significant at 0.01 confidence interval level. The correlation coefficients between variables indicates a very strong linear relationship as existing between these variables. Task performance is positive correlation with all other variables but among the variables, motivation has shown strong correlation coefficient (0.752) followed by, absorptive capacity (0.736), knowledge sharing (0.669) and trust (0.677).

The relationship between the independent variable knowledge sharing and mediating variables is also indicated above. Knowledge sharing have a positive and strong correlation with mediating

variables absorption capacity (0.686) followed by trust (0.677) and motivation (0.676). what we can infer from this is that knowledge sharing in Bank of Abyssinia is highly influenced by absorption capacity of individuals followed by the trust that employees have with their colleagues and the system in the bank and motivation to share knowledge.

Generally, we can concluded from the correlation analysis is that positive and significant relationship exists between the dependent and independent variables. In addition, the mediating variables have shown strong coefficients, which implicates the mediating impact of these variables.

4.3.2.2. Correlation analysis of contextual performance

Correlations

		Cntxtprf	KnowSHr	Mmotvt	Mtrust	Mabsorpt
Cntxtprf	Pearson Correlation	1	.670**	.857**	.739**	.810**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	300	300	300	300	300
KnowSHr	Pearson Correlation	.670**	1	.676**	.677**	.686**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	300	300	300	300	300
Mmotvt	Pearson Correlation	.857**	.676**	1	.727**	.827**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	300	300	300	300	300
Mtrust	Pearson Correlation	.739**	.677**	.727**	1	.792**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	300	300	300	300	300
Mabsorpt	Pearson Correlation	.810**	.686**	.827**	.792**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	300	300	300	300	300

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

Source: computation based on data collected

The above table depict a linear relationship between the dependent variable contextual performance and the independent variable (knowledge sharing and the mediating effect of motivation, trust and absorptive capacity.

The results indicate all the correlation of all variables is positive and statistically significant with 0.000 p-value. Contextual performance has a very strong positive relationship with the independent variable knowledge sharing (0.670). The mediating variables shows very strong and positive relationship with contextual performance, motivation (0.857) having the stingiest impact

followed by absorptive capacity (0.810) and trust (0.739). The independent variable knowledge sharing has also a positive and significant relationship with mediating variables the highest correlation coefficient being with absorptive capacity (0.686) followed by trust (0.677) and motivation (0.676).

From the correlation matrix, we can understand that employee's contextual performance is positively and significantly influenced by knowledge sharing but the mediating variables have shown of strong and positive correlation with contextual performance.

4.3.2.3. Partial correlation analysis

As can be inferred from the Pearson correlation coefficients presented above the mediating variables have a significant influence in both the dependent and independent variables. To check correlation between the dependent and independent variables by controlling the mediating effect of motivation, trust and absorptive capacity, partial correlation analysis is important. In the following table partial correlation between the independent and dependent variable is conducted by controlling the mediating variables using

4.3.2.3.1. Partial correlation between task performance and knowledge sharing

Table 4.13. Partial correlation between Task performance and knowledge sharing

Correlations

Control Variables			KnowSHr	TskPerf
Mmotvt & Mtrust & Mabsorpt	KnowSHr	Correlation	1.000	.230
		Significance (2-tailed)	.	.000
		df	0	295
	TskPerf	Correlation	.230	1.000
		Significance (2-tailed)	.000	.
		df	295	0

Source: own computation based on data

The table above presents the partial correlation result between knowledge sharing and task performance controlling for mediating variables i.e. motivation, thrust and absorptive capacity. The result indicate that there is a statistically significant relationship ($p<0.001$) between knowledge sharing and task performance when even the influence of mediating variables is accounted for. From the linear correlation analysis, we have understood that the mediating variables have higher influence on employee performance but even controlling these variables knowledge sharing still indicate a positive and significant relationship with task performance. From this, we can

understand that knowledge sharing is still a significant variable by its own with a coefficient of 0.230.

Therefore, we can conclude here that knowledge sharing has contribution for task performance implying knowledge sharing is have also a direct influence on task performance. It is imperative therefore, for organizations to enhance knowledge sharing in their organization to improve task related performance of their employees.

4.3.2.3.2. Partial correlation between contextual performance and knowledge sharing

Table 4.14. partial Correlation between contextual performance and knowledge sharing

Control Variables			Cntxtprf	KnowSHr
Mmotvt & Mtrust & Mabsorpt	Cntxtprf	Correlation	1.000	.106
		Significance (2-tailed)	.	.069
		df	0	295
	KnowSHr	Correlation	.106	1.000
		Significance (2-tailed)	.069	.
		df	295	0

Source: own computation based on data

The above table presents partial correlation result between contextual performance and knowledge sharing when removing the effects of employee motivation, trust and absorptive capacity. The coefficient 0.106 indicates that there is relatively weak but positive relationship between knowledge sharing and contextual performance of employees. The p-value 0.069 indicates the partial correlation result is insignificant at 0.05 level. Therefore, we can conclude that at 95% confidence interval level there is no significant linear relationship between the dependent and independent variable.

This result implies that the influence of knowledge sharing on employee performance is not strong when the effects of the moderating variables are removed. Therefore, we need to mind that efforts for improving the contextual performance of employees at BOA needs to account for the mediating variables, which are motivation, trust and absorptive capacity. Further research can identify the underlying effect and uncover the relationship between these variables.

4.3.3. Regression analysis

Regression analysis is conducted to understand the relationship between a dependent and independent variables for analyzing the strength of the relationship between them. For this specific study, regression analysis will be conducted in steps. The first step is conducting a linear regression

between task performance and knowledge sharing, contextual performance and knowledge sharing. The second step will be to conduct a mediating analysis using PROCESS macro model of

4.3.3.1. Linear regression analysis

Hypothesis1: Knowledge-sharing practices have a significant and positive influence on employee task performance

Table: regression analysis of task performance with knowledge sharing practices

Employee task performance					
Predictor	Std.B	Un.Std B	R2	Sig	VIF
Knowledge sharing practices	.669	0.640	.448	0.00	1.000

Source: computed using data collected

According to the above table shows the results of testing our first hypothesis. According to the above table, the independent variable significantly and positively influences the dependent variable. The unstandardized regression coefficient is 0.640, which implies that a 1-unit increase in the independent variable results in 0.640 increase in task performance holding other things constant. The standardized Beta value that is equal to 0.699 which means a 1 standard deviation increase will result in 0.699 standard deviation increment in task performance.

The p-value, which is equal to 0.000, which implies that the regression coefficient for knowledge sharing is statistically significant on 0.001 confidence level. The variance inflation factor (VIF) result also indicates, which is 1.000, no multi-collinearity issue because the VIF value is lower than the commonly accepted value of 10.

In addition, the model can significantly explain the relationship. The R^2, which tests our model fitness, is reported 0.448, which indicates that a positive relation as existing between the two variables and 44.8 % of variations in the dependent variable as can be explained by knowledge sharing practices.

According the above test our first hypothesis is accepted and the null hypothesis is rejected.

Hypothesis 2: there is appositive and significant relationship between contextual performance and knowledge sharing practices

Table: regression task performance

Employee contextual performance					
Predictor	Std.B	Un.Std B	R^2	Sig	VIF
Knowledge sharing practices	.670	0.657	.450	0.000	1.000

Source: computed using data collected

The above table is a summary of a regression analysis between the dependent variable (employee task performance and independent variable knowledge sharing practices. The unstandardized coefficient is 0.657, which implies a 1-unit increase in the independent variable (knowledge sharing practices) results in 0.640 increase in contextual performance holding other things constant.

The standardized Beta value that is 0.670 which means a 1 standard deviation increase will result in 0.670 standard deviation increment in contextual performance.

The p-value, which is equal to 0.000, implies that the regression coefficient for knowledge sharing is statistically significant at 0.001 confidence level. The variance inflation factor (VIF) value 1.000 indicates no multi-collinearity issue because the VIF value is lower than the commonly accepted value of 10.

In addition, the model can significantly explain the relationship. The R^2, which tests our model fitness, is reported 0.450, which indicates that a positive relation as existing between the two variables and 45 % of variations in the dependent variable as can be explained by knowledge sharing practices.

The linear regression result evidently shows that knowledge sharing in an important variable in predicting task performance therefore efforts geared towards improving knowledge sharing with in an organization can lead to enhancement in task related performance of employees.

Therefore, we can conclude that the null hypothesis, which states that there is no significant relationship between knowledge sharing and employee task performance, is rejected.

4.3.4. Mediation analysis

H1: individual factors such as motivation, trust and absorption have a mediating influence in the relationship between knowledge sharing and employee performance

This mediation analysis is conducted to answer the above hypothesis. Mediation analysis a statistical analysis method that is used for analyzing the direct indirect effects through which an independent variable influences the dependent variable or outcome variable. It can help to identify

and quantify the in direct effect that the independent variable might exert through the mediating variable on the dependent variable. It is used mostly for understanding the underlying mechanisms through which the independent variable influences the dependent variable providing a more comprehensive understanding of the relationship. This analysis can also help in providing practical comments and suggestion on the design and implementation of strategies and programs.

For conducting, the mediating analysis PROCESS model, which is developed by Andrew Hayes for mediation, moderation and conditional process analysis, which is based on regression-based frameworks, is employed. For this study specifically, Model 4 in the process model is employed. In this model the hypothesized relationship between the independent variable (x) and the dependent variable (Y) is mediated an intervening or mediating variable (M). The model is represented by X => M => Y. Steps to follow when conducting mediating analysis using process model involves first estimating the direct effect of X on Y controlling for the mediator M, second estimate the effect of X on M, thirdly estimate the effect of M on Y, fourth analyzing the indirect effect of X on Y through M and finally assessing the significance of indirect effects. Note here that the level of confidence interval for all output below is 95 %.Result table of the mediating analysis

Table: results of mediator models

Mediator models	Model summary	KnowSHr Coeff.		
Outcome variables	R2	b	Std.Coeff	Sig
Motivation	0.4570	0.6914	0.6760	0.000
Trust	0.4590	0.6928	0.6775	0.000
Absorption	0.4700	0.6939	0.6856	0.000

Source: own computation based on collected data

The above table presents the result of mediator models for each outcome variable in relation to the independent variable (knowledge sharing). According to the above table, the R-squared coefficient is 0.4750, which shows that knowledge sharing explains 45.70% of the variation in motivation for sharing knowledge. The influence that knowledge sharing have on motivation is significant p-value 0.000. The beta coefficient is 0.6914, which indicate a unit change in knowledge sharing results in 0.6914 change in motivation. In addition, the R-squared value for the model between

trust and knowledge sharing is 0.4590, which shows that 45.9% variation in trust is explained by knowledge sharing. Also from the Beta coefficient, we can understand that a 1-unit change in knowledge sharing results in 0.6929 change in trust. The R-squared value for the model between knowledge sharing and absorption is 0.4700 indicating that 47% of variation in absorption can be explained by knowledge sharing. Also according to the beta value a unit change in knowledge sharing results in 0.6939 change in knowledge absorption.

Table: Result of Outcome variable employee performance

Employee performance	**Coefficients (b)**	**Std.Coeff**	**Sig.**	**LLCI**	**ULCI**
Constant	0.5451		0.000	.3217	.7686
KnowSHr	.1367	.1497	0.0002	.0661	.2074
Mmotvt	.4244	.4753	0.0000	.3371	.5116
Mtrust	.1122	.1256	0.0070	.0309	.1934
Mabsorpt	.2029	.2249	0.0001	.1049	.3008
Model summary *R-sq* .7909 *P*- 0.000					

Source own computation using data collected

The above table presents the outcome model result of employee performance. The R-square of the model is 0.7909, which indicates that predictors in the model can explain 79.09% of variation in employee performance. From the results, we can understand that the direct effect of knowledge sharing on employee performance is significant with p-value of 0.002. In addition, all the mediators have shown a significant effect on employee performance with p values of 0.0002, 0.0000, 0.0070 and 0.0001 for knowledge sharing, motivation, trust and absorption respectively. From the standardized Beta coefficients we can understand that Mmotvt (motivation) has the strongest influence followed by Mabsorpt (absorption) (B =0.2249), KnowSHr (B=0.149), and Mtrust (B=0.1256).

Table: Total Effect of X on Y

Effect	se	p	LLCI	ULCI
.6486	0.0372	0.0000		
Direct effect				
effect	.0359	0.002	.0661	.2074
.1367				

Source: own computation using data collected

Table indirect effects

Indirect effects				
	Effect	BootSE	BootLLCI	BootULCI
Total	.5119	.0754	.3562	.6522
Mmotvt	.2934	.0596	.1748	.4063
Mtrust	.0777	.0471	-.0126	.1766
Mabsorpt	.1408	.0549	.0420	.2602

From the above two tables table we can see that the total effect of the dependent variable which is knowledge sharing on employee performance is 0.6486 from this total effect 0.5119 is indirectly through the three mediating variables which are motivation, trust and absorption while the rest 0.1367 is directly by knowledge sharing practices.

From the above analysis, we can easily infer that knowledge-sharing practices have both positive and strong effect on employee performance. The majority of the total effect on employee performance is resulting from the mediators.

To summarize the result of the above results it is clearly indicated in the analysis that knowledge sharing has a significant positive influence on employee performance the significant total effect indicates it, which is 0.6486 and is statistically significant at 0.0001 confidence interval level. Here, we can infer that Bank of Abyssinia shall promote and facilitate knowledge sharing since it contributes for improved overall performance.

From the mediator's motivation for sharing knowledge emerges as the strongest influencer. The significant indirect influence of knowledge sharing through motivation indicates that the

contribution of knowledge sharing for employee performance increases largely if BOA focuses on motivating employee for sharing knowledge. In addition, we can understand here that when sharing knowledge employees gets motivated which in turn contributes for improved performance. The second significant mediator is found to be absorption. Which indicates that by improving employee's knowledge absorption capacity, which is the ability of employees to absorb and utilize of knowledge, which contributed for improved performance of employees. Trust significantly affects knowledge sharing according to the analysis above but is not a significant mediator in this relationship. Trust is very important in this relationship but is not the primary mechanism through which knowledge sharing affects performance.

From the pathways analysis which is the direct and indirect effect analysis it is indicated that knowledge sharing has a significant direct effect on employee performance with Beta vlue 0.1367. This implies when even we exclude the mediating effects of the three mediating variables knowledge sharing contributes for the improvement of performance.

Given the strong relationship of knowledge, sharing with employee performance organizations should engage in activities, which encourage and reward knowledge sharing. This can be achieved through better knowledge management systems, creating collaboration platforms and also creating a recognition and reward mechanism for employee who actively share knowledge.

The mediating analysis indicates that when organizations like Bank of Abyssinia engage in designing knowledge-sharing practices they should include in the design to enhance motivation and absorption capacity of employees. In doing so, designing training, relationship mentoring and collaborative platforms can be established to maximize the benefits of knowledge sharing. Building trust also among employees can enhance performance since it has a direct effect on performance. Designing reward system, which can recognize individual efforts for knowledge sharing and for promoting team knowledge and efforts, can enhance motivation for sharing knowledge and learning.

In general, the results indicate the critical role that knowledge sharing plays in enhancing employee performance through effecting on employee motivation and ability in absorbing and using knowledge. Therefore, organizations shall prioritize creating an environment in which knowledge sharing is facilitated particularly focusing on boosting motivation and learning. The result in general suggest that motivation and absorption are key but trust is also important.

Chapter 5

Summary conclusion, implications and recommendation

5.1. Summary of findings

In this study, an attempt was made to analyze the influence of knowledge sharing practices on employee performance. In analyzing the relationship, the mediating role that individual factors may play is accounted. The target organization from which empirical data is collected form is Bank of Abyssinia. Specifically for generating sample, Bank of Abyssinia Head Quarter is targeted and through sampling determination process, 308 samples are generated proportionally allocating across stratums.

The findings of the study is presented in three sections the first section presents the descriptive statistics which incorporates demographic characteristics and descriptive summary of variables, the second section presents inferential statistics results which incorporates correlation matrices and regression results and the last section presents the mediating analysis of the mediator variables.

The demographic characteristics of respondents indicate that more than 50% of respondents are within the age group of –followed by 33.7%, 12.3%, and 4%. While gender profile of respondents indicate, that 64.7% are male and 35.3% are female. Respondent's level of education indicates 46% are bachelor's degree holders and the rest 54% are master's degree holders. With regard to years of stay in the Bank of Abyssinia, most of respondents have an experience of 1 up to 10 years. In addition, the respondent's highest level attained in the organization indicates that most respondents (70%) are at entry-level positions, 25.7% are at the middle level management position and the rest 4.3% are at senior management position.

The descriptive summary of variables also presents meaningful indication with regard to the status of each variable in the Bank of Abyssinia. The average mean of items used to measure knowledge sharing practices are above 3.5 indicating a positive perception of employees with regrard to the existing knowledge sharing practices in the Bank of Abyssinia. The descriptive summary of task performance indicators also shown that the average mean for items used to measure it is above 4 which shows sampled respondents positive attitude towards their task related performance. The descriptive summary of contextual performance also indicates that the average mean of items measuring contextual performance are above 4 which indicates sampled respondents positive attitude towards their own contextual related performance. The descriptive summary for the

mediating variables motivation, trust and absorption also indicates an average mean of above 4 indicating that sampled respondents positive attitude towards their motivation for sharing knowledge, their level of trust in sharing knowledge and their own knowledge absorption capacity.

The inferential statistics result is presented by initially testing the reliability of the instrument used to collect data for analysis. The Cronbach alpha analysis shows that the Cronbach alpha value for each variables are 0.883, 0.915, 0.909, 0.909, 0.883 and 0.926 respectively for knowledge sharing practices, task performance, contextual performance, motivation, trust, and absorptive capacity. The correlation analysis result have shown that task performance is positively correlated with all other variables but among the variables, motivation has shown strong correlation coefficient (0.752) followed by, absorptive capacity (0.736), knowledge sharing (0.669) and trust (0.677). Also here, Knowledge sharing have shown a positive and strong correlation with mediating variables absorption capacity (0.686) followed by trust (0.677) and motivation (0.676). in addition, the correlation analysis of Contextual performance has shown a very strong positive relationship with the independent variable knowledge sharing (0.670). The mediating variables also have shown very strong and positive relationship with contextual performance, motivation (0.857) having the strongest impact followed by absorptive capacity (0.810) and trust (0.739). in order to control the mediating influence of motivation, trust and absorption partial correlation analysis was conducted. The partial correlation between task performance and knowledge sharing controlling for mediating variables shown that knowledge sharing is still a significant variable by its own with a coefficient of 0.230. While the partial correlation coefficient between contextual performance and knowledge sharing is 0.106 indicates that there is relatively weak but positive relationship between knowledge sharing and contextual performance of employees but the p-value 0.069 indicates the partial correlation result is insignificant at 0.05 level. Which implies when controlling the effect of mediating variables the influence of knowledge sharing on contextual performance is insignificant.

Regression analysis was performed to test for the hypothesis. The regression result have shown that knowledge sharing practices can explain 44.8% of variation in employee task performance in BOA and the p-value 0.000 is statistically significant at 0.0001 level which resulted for acceptance of the alternative hypothesis. While the regression analysis result between knowledge sharing and contextual performance shown that 44.8 % of variations in the dependent variable as can be explained by knowledge sharing practices and the model is significant at 0.0001 level.

The mediating analysis, which was conducted to analyze the mediating influence, in the relationship between knowledge sharing practices and employee performance has shown that that Mmotvt (motivation) has the strongest mediating influence followed by Mabsorpt (absorption) (B =0.2249), KnowSHr (B=0.149), and Mtrust (B=0.1256). Also the total effect of the dependent variable which is knowledge sharing on employee performance is 0.6486 from this total effect 0.5119 is indirectly through the three mediating variables which are motivation, trust and absorption while the rest 0.1367 is directly by knowledge sharing practices. the above presented summary of findings are employed for providing conclusion.

5.2. Conclusion

This study was conducted to understand the relationship between knowledge sharing practices and employee performance by taking Bank of Abyssinia as a case. The findings presented above provide a valuable insight in the effort to understand the relationship between the two.

The findings of the study presented results, which strongly support social exchange theory (Blau, 1964) which is a psychological theory, which postulates that individuals engage in social interactions when they anticipate reciprocal benefits. In this study, the results indicated that employees who have shown positive perception towards existing knowledge sharing practices in BOA have shown enhanced performance. It is therefore imperative to conclude that when employees feel their knowledge continuous and efforts are valued and rewarded they are more likely to exhibit improved performance, which are task related and contextual aspects.

In addition, the study confirms a theory, which is knowledge-based view of the firm; developed by (Grant, 1996) this theory underscores the strategic importance of knowledge as a critical resource. The study have shown that knowledge sharing practices and employee performance components i.e. task performance, contextual performance are positively correlated, and the correlations are significant. This typically reinforces the important role that knowledge sharing can play in improving organization effectiveness.

Furthermore, the analysis have shown that motivation having a strong correlation with both task performance and contextual performance confirms self-determination theory (Deci & Ryan, 1985). Which postulates that intrinsic motivation have a critical role in employee performance. According to this theory for knowledge, sharing to play a key role for improving performance intrinsic motivations must be carefully studied and included in planning knowledge sharing.

Trust have also indicated a positive correlation with employee performance components confirming organizational trust theory (mayer, Davis & Schoorman, 1995), which asserts the role of trusting environment in an organization for creating an effective knowledge sharing platform which consequently contributes for improved performance.

Absorptive capacity of employees is also found to be a significant mediating factor in this study, which confirms absorptive capacity theory (Cohen and Levinthal, 1990), which highlights the importance of the ability of employees to absorb and apply newly acquired knowledge. The results have shown that absorptive capacity have strong correlation with both task and contextual performance highlighting the need to consider absorptive capacity of employees in the design and implementation of knowledge sharing practices.

The regression result indicates that knowledge sharing practices can explain 44.8% of variation in task performance and 45% of variation in contextual performance, which implies that knowledge-sharing practices have a direct impact on employee performance. This result confirms knowledge sharing model proposed by (Wang & Noe, 2010) which stressed the positive influence of knowledge sharing on organizations performance.

The partial correlation analysis, which was conducted to control for the mediating influence of variables, indicates that knowledge sharing is still significant predicator of task related performance but is found to be insignificant for contextual performance when controlling for other variables. Therefore, we can conclude basing on this evidence that the influence of knowledge sharing on employee performance is indirectly channeled through the mediating variables.

The analysis conducted to understand the mediating influence indicates that 78.9% (0.5119 out of 0.6486) of the total effect of knowledge sharing on employee performance is indirectly influenced by motivation, absorption and trust.

In general, this study provide an empirical evidence for existing literature with regard to the positive impact of knowledge sharing on employee performance by taking evidence form Bank of Abyssinia. The critical role that motivation, trust and absorption capacity plays in mediating the relationship between knowledge sharing and employee performance is stressed. In conclusion, we can say that organizations, specifically operating in the banking industry shall focus on creating an environment, which fosters motivation, trust and absorption when implementing and designing

knowledge sharing practices. Future research in the field is essential to further ameliorate the relationship between knowledge sharing practices and employee performance.

5.3. Implications and recommendation

From the findings practical implications can be drawn. Strong and positive relationship between knowledge sharing practices and employee performance components indicate that promoting a culture of knowledge sharing is critical for organizational effectiveness. When implementing knowledge sharing practice organizations need to take in to account individual factors i.e. motivation, trust and absorption capacity. Incorporating performance management system such as reward system in implementing knowledge sharing practices can enhance the contribution of knowledge sharing for employee performance. In addition, in order to improve the absorption capacity of employees designing human resource development targeted at improving absorption capacity can enhance the contribution of knowledge sharing practices for improved performance. the significance of trust indicate that leadership can play a critical role in fostering a trusting environment which can be conducive for knowledge sharing can improve the contribution of knowledge sharing for improved performance. In general, the study have indicated that knowledge sharing can provide organizations particularly the banking industry a competitive advantage.

Bank of Abyssinia shall focus on investing in technologies, which are user-friendly and are effectively designed to promote knowledge sharing among employees of the bank working in different places and departments. Along with knowledge sharing platforms developing and implementing a reward and recognition system can enhance employees participation in knowledge sharing. The leadership of the Bank shall work for building trusting environment, which can facilitate knowledge sharing and communication among employees. In addition, working for developing customized training and development programs can enhance the absorption capacity of employees. Moreover, developing initiatives through which employees can provide feedback on knowledge sharing initiatives can promote effective knowledge sharing. Adding to these, creating an environment in the Bank where continuous learning is promoted and availing the necessary resources for promoting continuous learning shall be emphasized. Last but not least Regularly measuring the implementation of knowledge sharing with in the Bank can also help enhance employee performance through continuously improving by generating feedback through regular monitoring.

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APPNDICES

Questionnaire

Dear respondents,

I very much appreciate for giving me consent to participate in this study. The purpose of this study is to analyze the relationship between knowledge sharing practices and employee performance in the context of Abyssinia Bank. Your insight and participation is vital for understanding such relationship and the impacts therefrom on individual and organizational performance.

Please know that you response will be treated with strict confidentiality and only be used for purposes of this research.

This section of the questionnaire asks about your background information and demographic details. This information will be used for research purposes only and will remain strictly confidential. Please answer each question truthfully. Whenever you have questions with regard to this study or the questionnaire please do not hesitated to ask the researcher.

Sincerely

Demographic information

Please provide the following demographic information

1. Age _____
2. Gender
   ☐Male
   ☐Female
3. Level of education
   ☐ High school
   ☐ Bachelor's degree
   ☐ Master's degree
   ☐ Doctoral degree
4. level attained in the organization
   ☐ Entry-level
   ☐ Middle management
   ☐ Senior management
5. number of years in the BOA
   ☐ Less than 1 year
   ☐ 1-3 years
   ☐ 4-6 years
   ☐ 7-10 years
   ☐ More than 10 years
6. Employment status
   ☐ Full time

☐ Part time

☐ Contractual

7. Supervisory role

☐ Yes, I supervise other employees

☐ No, I do not

Section one: knowledge sharing practices (adopted from Bock etal.,2005; Kankanalli et al.,205; Lin 2007)

Please indicate your level of agreement for the following statements about Abyssinia banks knowledge sharing practices please refer to this scale 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree)

No	Statements	Scales				
		1=Strongly agree	2-	3=neutral	4=Agree	5=strongly agree
1	BOA encourages employees to share their knowledge and expertise with others					
2	I actively share my knowledge and experience with my colleagues in time of need					
3	My organization avails the necessary tools and systems for facilitating knowledge sharing (collaboration platforms, repositories)					
4	It is easy to access and retrieve knowledge from my organizations knowledge management platform or system					
5	There is a reward and recognition for employees who actively share their knowledge in my organization					
6	I believe sharing knowledge is beneficial for me and my organization					

Section 2: Employee performance

Please indicate your level of agreement for the following statements about your performance please refer to provided scale to rating your responses (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree).

2.1. Task performance (Adapted from Koopmans et al.,2011; Williams and Anderson, 1991)

No	Statements	Scales				
		1=Strongly agree	2-	3=neutral	4=Agree	5=strongly agree
1	I complete the assigned duties and responsibilities of my job adequately					
2	I meet the formal performance requirements of my job					

3	I achieve the desired quantity and quality my work consistently					
4	I strictly follows guidelines and procedures for carrying out my assigned tasks					

2.2. Contextual performance (Adapted from Lee & allen, 2002; Podsakoff etal., 1990)

No	**Statements**	**Scales**				
		1=Strongly agree	2-	3=neutral	4=Agree	5=strongly agree
1	Willing I help others who are heavily overloaded with work and other problems					
2	I make positive suggestions for the improvement of the overall functioning of my organization					
3	I actively engage in meetings and group discussions					
4	I exhibit positive attitude and outlook towards my job and my organization					
5	I engage in behaviors which promote the interests and wellbeing of my organization					

Section 3: mediating variables

3.1. Motivation (Gagne et al.,2010)

No	**Statements**	**Scales**				
		1=Strongly agree	2-	3=neutral	4=Agree	5=strongly agree
1	Sharing my knowledge is an enjoyable experience for me					
2	I believe sharing my knowledge can enhance my professional development and growth					
3	I feel a sense of satisfaction when I share my knowledge and expertise with colleagues					
4	Sharing knowledge aligns with my personal values and beliefs					

3.2. Trust (adapted from Mc Allister, 1995)

No	**Statements**	**Scales**				
		1=Strongly agree	2-	3=neutral	4=Agree	5=strongly agree
1	I freely share my ideas and knowledge without fear of criticism and ridicule					

2	I trust my colleagues will use the knowledge I share in a responsible and ethical manner					
3	There is a climate of mutual trust and respect among employees within the organization					
4	I trust that the organization values and recognizes the contributions of knowledge sharing					

3.3. Absorptive capacity (adopted from Jansen et al., 2005)

No	**Statements**	**Scales**				
		1=Strongly agree	2-disagree	3=neutral	4=Agree	5=strongly agree
1	I have the necessary skills and capabilities to understand and apply new knowledge shared by others					
2	I actively seek out and acquire new knowledge that is relevant to my work					
3	I am able to integrate and combine new knowledge with my existing knowledge					
4	I am able to apply knowledge I acquire from others to improve my work performance					