A Theoretical and Empirical Framework for Knowledge Sharing: An Auto Industry Case-study

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The study is aimed at investigating the impact of transformational leadership, organizational support, job insecurity, and self-efficacy on knowledge sharing. In addition to that, the study has examined the moderating role of JS in the relationship between SE, and knowledge sharing and between job insecurity and knowledge sharing. The data obtained through questionnaires were then entered into the SPSS to obtaining descriptive statistics and later transferred to Smart PLS to perform statistical analysis and to test the proposed hypotheses as well as check the research instrument reliability and validity through estimation of measurement and the structural model. The case-study group of 361 employees working in Thai auto firms was chosen as the study sample and PLS-SEM, also referred to as a second-generation multivariate statistical data analysis was employed. The findings of the study provide support for the view that the sharing of organizational knowledge is key in organizational success. Meanwhile, the role of JS as moderator is examined and further the relationship with job insecurity and knowledge sharing, and self-efficacy and knowledge sharing will be examined as well. The results are presented here.

Key words: *Leadership, organizational support, knowledge sharing, self-efficacy.*

Introduction

In the current era of globalization, organizations compete with each other on the basis of knowledge. The source of competition and nature of competitive advantage is mainly dependent upon the sharing of knowledge among the organizations, teams and employees working at the workplace (Jermsittiparsert & Rungsrisawat, 2019; Somjai & Jermsittiparsert, 2019). Opportunities related to mutual learning are provided by Knowledge Sharing (KNS) also. Learning at the workplace and sharing of knowledge is therefore inherent, and the main of the factor in organization competitive advantage (Pangil & Nasurddin, 2013), specifically KNS is key in the automobile industry.

The automobile industry of Thailand is one of the leading industries of the country. Thailand is one of the leading automobile producers in the ASEAN countries. The Thai automobile industry is developing very rapidly in the region. This industry was established five decades ago and has progressed such that current export of Thai automobiles is at the global level. Currently, Thailand is exporting automobiles and automotive parts to more than 100 countries. Moreover, Thailand is the 13th largest exporter of automobile parts and 6th largest manufacturer of vehicles globally. Furthermore, among ASEAN countries, Thailand is the largest manufacturer of vehicles. The aim of the Thai automotive industry is to manufacture more than 350,000 units of vehicles by 2020.

Management of knowledge shows leveraging and identifying the knowledge on the basis of collectivism in a firm, helps the organization to develop and sustain competitive advantage. Four processes are involved in knowledge management: applying knowledge, transferring knowledge, retrieving knowledge and creating knowledge. Further subdivision of these processes can be made into storing knowledge, external knowledge acquisition and creation of internal knowledge (Alavi & Leidner, 2001).

Sharing of knowledge is a combination of relational, structural and cognitive capital. A lot of attention has been granted to organizational knowledge in the field of literature systems and management. Past literature noted that organizational characteristics and individual characteristics are the frequent examined characteristics related to Knowledge Sharing (KNS). Information is shared by the employees regarding their own body of knowledge and the same is expected in return. The connection among interpersonal relationships and KNS are considered as KNS motivators however this aspect has received minimal research attention to date (Masa'deh, Obeidat, & Tarhini, 2016).

In the past, research on KNS was conducted to identify the factors and antecedents of KNS. For the success of the organization, KNS is key. The most important antecedents of KNS discussed in the past were SE, (Job Insecurity) JINSQ, Organizational Support (OS), social

network, shared goals, leadership styles (Henttonen, Kianto, & Ritala, 2016), organizational rewards, management support, trust, organizational culture, intrinsic motivation, knowledge SE and intention to share knowledge. Among these variables, most important are SE, Transformational leadership (TRNL), JINSQ and Organizational Support (OS). Additionally, Job Satisfaction (JS) is being studied as a moderator in the present research also.

If employees are satisfied, this will have a significant impact on the success of the organization. Successful employees create a positive work atmosphere which will impact the performance of other employees and the organization in general. Scholars have defined JS as the attitude of the employee towards their job; JS involves behavioural, cognitive and affective components about different aspects like supervisors, co-workers, work tasks, promotion and pay. There are a number of factors which impact employee JS (Bin, 2015). The factors of JS are characterized by both intrinsic and extrinsic factors. The extrinsic factors which create employee satisfaction are remuneration, job security and working conditions. Working condition is specifically the social and physical conditions related to the workplace. If the organization is unable to provide good working conditions to employees, the satisfaction level of employees will drop. As a result, the outcome of the work will not be good. Therefore, it is evident from the above discussion that JS is an important factor of organizational outcome (Yee & Perez, 2018).

Among other key factors of organizational culture and atmosphere are leaders themselves. Transformational leaders play a critical role in creating and developing creativity among employees. A free work environment is created by transformational leaders in which employees can experiment through their way of doing the job and express their creativity; scholars note that leaders often give feedback to employees through transformational leadership and as such, they can solve problems in a creative way. The performance of an organization can be improved by transformational leaders because they focus on the performance of employees, individually. (Sulistiyani & Rahardja, 2018).

Organizational support is the key for employees who want to stay in an organization for a longer period of time. There should be a number of ways in which organizations support their employees. The employee who is supported by their organization has a positive perception regarding the organization and the organizations that keep their staff motivated have more chance for success and survival in a competitive market. The organization can benefit from the skills and knowledge of the staff who have a positive approach regarding the organization and in this way, organizations can create organizational commitment among employees (Anitha, 2014).

The way of completing jobs in organizations is changing dynamically and due to this, most employees are facing the issue of JINSQ. If the employee is having a JINSQ issue, it will impact both the employee and the organization. JINSQ can cause problems to the health of

the employee and can even decrease organizational performance (Shoss, 2017). Therefore, the purpose of this study is to examine the impact of TRNL, JINSQ, OS and SE on KNS. Moreover, the role of JS as moderator will be examined in the relationship of JINSQ and KNS, and (Self Efficacy) SE and KNS will also be examined.

Literature Review
Knowledge Sharing (KNS)

KNS is the base of success regarding all knowledge management strategists. Effective regeneration and reuse of knowledge at an organizational and individual level are practiced by the process of KNS. In past literature, creating the organizational culture that is favourable to KNS has been given importance. Moreover, knowledge friendly strategies implementation is emphasized a lot. By embedding KNS practices in daily work and following the KNS process, organizations worldwide have been seriously undertaking initiatives to ensure knowledge management success (Chang & Lin, 2015). Embedding KNS in the functional level activities of the organization, initiatives are taken by a number of organizations. Scholars, believe that the knowledge and experience of individual to individual can be shared without boundaries by knowledge management (Rusuli, Tasmin, & Hashim, 2011).

Knowledge transfer from one employee to another in an organization is defined as KNS. To accumulate knowledge among employees, the process of KNS is conducted which can be defined as social interaction among people (Mittal & Dhar, 2015).

Transformational Leadership (TRNL)

Leadership approaches that cause a change in social system and individual are known as TRNL. In the ideal form of TRNL, the basic goal is the development of followers by the leaders that cause positive and valuable changes in followers. Today the TRNL must has the potential to inspire subordinates to develop their skills, to do their best. The transformational leader is able to urge followers to achieve more than expected so the leader can align the followers with tasks that can optimize their performance (Alqatawenh, 2018).

Transformational (TRNL) and Knowledge sharing (KNS)

Followers are inspired by transformational leaders to perform more than their self-interest and to having high objectives and vision. A number of factors are examined by the scholars of KNS by which KNS among organizations may get higher. In this mechanism, it is expected that KNS among individuals is enhanced by the transformational leaders as well. Furthermore, most of the research from the past focused on the exchange relationship between employee and transformational leaders. It has been reported by the scholars that KNS among organizational members is improved due to transformational leaders. It was also reported that KNS is

facilitated by the transformational leaders by having a positive relationship of trust among leaders and followers (Masa'deh et al., 2016). Thus:

Hypothesis: TRNL has significant impact on KNS

Organizational Support (OS)

The extent to which the organization values the contribution of an employee and cares about employee well-being, as perceived by the employee, is known as OS. When employees are given priority by the employer, the employees feel obligation to take care of the organization and do their utmost to try to achieve organizational goals. As a result of OS, loyalty and dedication in work is required by the employer. If an organization is taking care of employees, the emotions of employees may inspire them to perform at a high level and decrease the intention to leave the job (Abou-Moghli, 2015).

Organizational Support (OS) and Knowledge Sharing (KNS)

Research has shown that OS in the workplace is positively related to KNS. Although the overall link between OS and KNS is valuable. Research has provided a comprehensive understanding of how an organization's support induces an individual to share knowledge or which variables intervene in that relationship, even though OS is a critical source of employee behaviours in the workplace and typically serves as the primary means through which employees interact with their job characteristics and climate. Scholars in the past reported the relationship of reciprocity among organization and employee in which employees are helping the organization when they feel that the organization is supporting them. Employees will have the intention to support the organization if they have support from the organization. This reciprocity would enhance the involvement in the job and enhance employee performance and organizational objectives consequently. (Shorunke, Akinola, Ajayi, Ayeni, & Popoola, 2014). Thus, this research hypothesizes that:

Hypothesis: OS has significant impact on KNS

Job Insecurity (JINSQ)

Scholars have defined JINSQ as the perception of the employee regarding their perceived powerlessness so the job can be continued in a situation in which there is job threat. The employees who are uncertain regarding their job are not sure that they will continue the job or fear they may lose the job. Employees who are uncertain regarding the job are not clear about their future and cannot take appropriate actions. There are two basic aspects of JINSQ known as objective and subjective JINSQ (Martínez, De Cuyper, & De Witte, 2010).

Job Insecurity (JINSQ) and Knowledge Sharing (KNS)

KNS behaviour of the employee is facilitated by the culture, policies and knowledge management system of the organization. It has been revealed in past studies that knowledge hiding is encouraged due to JINSQ. It means that the organizations having a high level of JINSQ, discourage KNS among the workforce. As a result, employees may have a negative impact on KNS due to JINSQ. To have a KNS process that is effective should have proper security of the job. Employees do not share knowledge with each other because of JINSQ. To increase the skills and knowledge among the workers, KNS is the key used in the organizations by the employees. Knowledge, theoretical and tacit is shared by the employees when it's perceived by those employees that their job is secure and stable. OS is provided by the organizations to the employees and when employees perceive they are supported by the organization, this has a positive impact on the organizational output and behaviour of the employees (Schumacher et al., 2016). Based on this discussion the following is hypothesized:

Hypothesis: JINSQ has significant impact on KNS

Self-Efficacy (SE)

Behaviours and actions executed by a person relevant to their own work are known as SE. SE is the belief of the employee regarding the capabilities so the course of actions can be generated to motivate that employee. If the employee has a sense of SE, the choice of goal of the employee is affected. There are a number of benefits of SE, including mental and physical health of the employee (Mensah & Lebbaeus, 2013).

Self-efficacy (SE) and Knowledge Sharing (KNS)

Studies in the past noted that a strong relationship exists between the behaviour of KNS and SE. The employee can play a critical role to generate the knowledge in which SE can be an important determinant in such cases. Before g engaging in the process of KNS, an employee should consider the factor of SE. SE is the judgement of the individual as to whether to implement or organize a way of doing work. This also determines the involvement of employee in the process of KNS. Basically, SE is the employee belief from which the employee can achieve the accomplishment regarding a particular task through the skills he or she possessed in a certain situation which is the important ingredient of KNS behaviour at the workplace. For this reason, SE is the important factor of KNS behaviour of the employee. This shows that employees have a certain role to play through which SE can be enhanced. In this process, the organization plays an important role by which SE among employees can be enhanced and

promoted. For the KNS among the employees of the organization, SE of the employees is very important (Olowodunoye, 2015).

Based on above discussion, the following hypothesis was developed

Hypothesis: SE has significant impact on KNS

Relationship of Job Satisfaction (JS) with Job Insecurity (JINSQ), Knowledge Sharing (KNS), and Self Efficacy (SE)

JS, as a job-related well-being variable, is one of the most common organizational attitudes studied in relation to JINSQ. Job insecurity among employees who are less satisfied occurs more frequently than in employees who feel secure about their jobs because there is more concern about job outcomes. Thus job-insecurity decreases employee satisfaction (Reisel, Probst, Chia, Maloles, & König, 2010). Additionally, there exists a positive relationship between KNS and JS. Moreover, the willingness to share knowledge has a link with the job satisfaction (Suliman & Al-Hosani, 2014). It is the responsibility of the organization to identify the factors by which employees are motivated to share their skills and knowledge with peers. Moreover, JS is strongly influenced by SE. Basically, SE is the confidence in the capability of the employees to successfully achieve the required goals and objectives. It's been proved empirically that employees who have SE have positive thoughts, positive emotions and are satisfied with their jobs as well (Tojjari, Esmaeili, & Bavandpour, 2013).

Job Satisfaction (JS) as a moderator

JS is the term used to measure the degree to which employees dislike or like their current job. Disliking is considered as dissatisfaction and likeness of the job is the satisfaction with the job. Furthermore, JS is the emotional response of the individual to task and is similar to the physical and social conditions of the organization. In another definition of job dissatisfaction and JS is that JS is the joy able state of emotions as a result of job appraisal of the achievement of one's job achievements. Whereas, job dissatisfaction in the un-pleasurable state of emotion as a result of an appraisal of one's frustration with the job (Schmidt, 2007)

It has been noted by scholars in this field that a positive relationship between loyalty, good mental health and JS exists. Additionally, studies identified facet concept of JS in that JS is the employee job satisfaction and can be measured both partially and totally. SE and job environment have a significant impact on job satisfaction. Thus, it can be determined that if employees are satisfied, then the JINSQ and KNS as well as SE and KNS relationships will strengthen also. Whereas, if the employees don't feel satisfied, this might reduce the already existing relationship (Lumley, Coetzee, Tladinyane, & Ferreira, 2011).

Hypothesis: JS moderates the relationship of JINSQ and KNS
Hypothesis: JS moderates the relationship of SE and KNS.

Research Framework

Based on the above discussed literature, the following framework is presented in this current study:
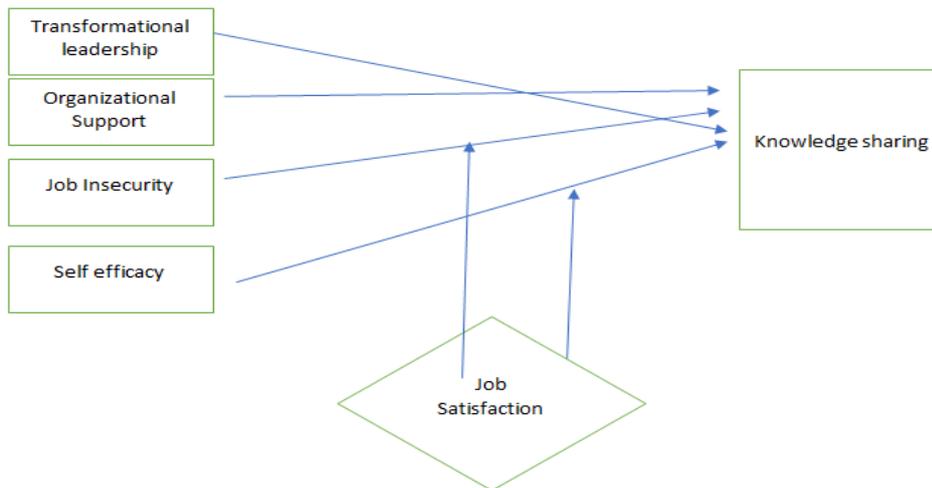
Methodology

This section includes data analysis and discussion about the results and empirical findings. Since it is the primary research study, therefore, an important aspect is the sample size selection. According to the table presented by Krejcie and Morgan (1970) for sample selection, a sample of 357-361 must be taken for a population of 5000-6000. As the population size for the present research is 5440, a sample size of 361 was chosen. The sample collection procedure was carried out by distributing questionnaires to the targeted samples. The employees working in the Automobile industry of Thailand are chosen as sample of the study. Thus, the study employed purposive sampling technique instead of random sampling to collect samples. Therefore, the researcher distributed 450 questionnaires to the auto industry employees in Thailand and 378 questionnaires were received back, however, 361 properly filled questionnaires were taken for further data processing and analysis. The response rate for this study was 84% which meets the threshold level. According to Sekaran and Bougie (2003) the acceptable response rate for a study is 30 percent.

The data obtained through questionnaires was then entered into the SPSS for obtaining descriptive statistics and then transferred to the Smart PLS to perform statistical analysis for testing the proposed hypotheses as well as for checking the instruments reliability and validity
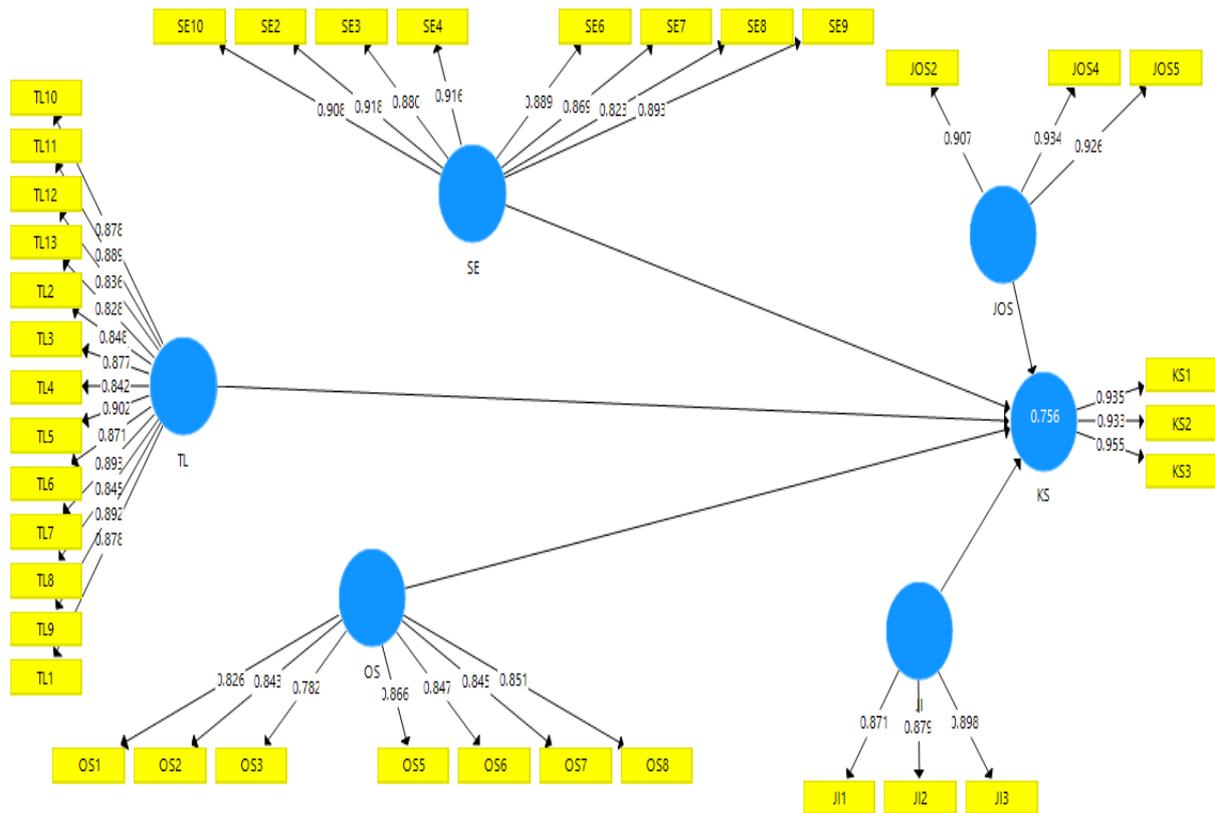
through estimation of measurement and the structural model. PLS-SEM, also referred as a second-generation multivariate statistical data analysis was employed, following the Cassel, Hackl, and Westlund (1999) recommendation, who viewed PLS-SEM to be an appropriate technique when the model involves multiple variables and complex relationships. Since the present study involves four constructs of second order and large number of indicators therefore, PLS-SEM was employed. This technique is essential as the study items were reflective and formative in nature, which could have been difficult for other software to handle properly (Hair, Sarstedt, Hopkins, & G. Kuppelwieser, 2014). PLS-SEM is also recommended when there is inadequate supporting theory or theoretical framework (Wetzels et al., 2009; Bhattacharyya, 2018). It also takes account for any measurement errors and a few high-ranking journals also use this technique. In addition, PLS-SEM is also a user-friendly method.

The scales for the independently acting variables of TRNL , OS, JINSQ and SE are taken from Riaz and Haider (2010), Eisenberger, Cummings, Armeli, and Lynch (1997), Feather and Rauter (2004) and Kim, Mone, and Kim (2008) respectively. Furthermore, the items for JS are adopted from Feather and Rauter (2004) and KNS was taken from the study of Lin (2007).

Results

The data analysis for this study was performed to assess the relationship among the model constructs, however, Calvo-Mora, Leal, and Roldán (2006) suggested that PLS-SEM involves two models, namely, the structural model, and the measurement model. For confirming the theoretical framework or the supporting theory, measurement model is estimated which confirms the possible association between the model constructs and also predicts, assuming that this study can explain all the variance of the measured constructs.

Figure 2. Measurement model

The outer model explains the relationship between the measured variables and the unobserved variables (Hair et al., 2014). While estimating the measurement model, the study performed CFA for measuring the validity of the construct and the items' reliability. For this purpose, CR and AVE were computed. The composite reliability (CR) value should exhibit greater than 0.70 values, and AVE value to be greater than 0.50, for the variables (Gefen, Straub, & Boudreau, 2000). According to Nunnally and Bernstein (1994) the Cronbach alpha value must be ≥ 0.70. The indicator reliability is the percentage by which the latent variable explains the indicator variance. Indicator reliability ranges between 0-1. The indicator reliability is determined by assessing each constructs' outer loadings (Hair et al., 2014). Thus, an indicator reliability is equal to the square of its indicator loading, when both latent variable and its indicator are standardized. According to a rule of thumb, if the loadings of reflective indicators under PLS model is less than 0.40, such indicators should be excluded from the model (Hair et al., 2014; Peng & Lai, 2012). However, this model involves no item with less than 0.40 loading thereby indicating non-exclusion of any indicators.

Table 1: Outer loading

	JI	JOS	KS	OS	SE	TL
JI1	0.871					
JI2	0.879					
JI3	0.898					
JOS2		0.907				
JOS4		0.934				
JOS5		0.926				
KS1			0.935			
KS2			0.933			
KS3			0.955			
OS1				0.826		
OS2				0.843		
OS3				0.782		
OS5				0.866		
OS6				0.847		
OS7				0.845		
OS8				0.851		
SE10					0.908	
SE2					0.918	
SE3					0.880	
SE4					0.916	
SE6					0.889	
SE7					0.869	
SE8					0.823	
SE9					0.893	
TL10						0.878
TL11						0.889
TL12						0.836
TL13						0.828
TL2						0.848
TL3						0.877
TL4						0.842
TL5						0.902
TL6						0.871
TL7						0.893
TL8						0.845
TL9						0.892
TL1						0.878

After analyzing the indicators' unidimensional, internal consistency of the variables were assessed. Instead of Cronbach alpha (α), the composite reliability measure is used under PLS-SEM, which measures the reliability of the observed variable indicators, on the basis of their inter-correlation. Including items of the variables with respect to their individual reliability in the PLS-SEM model combined with the Cronbach alpha's limitations, it is assumed that all indicators exhibit equal indicator loadings. As Cronbach alpha underestimates the variable internal consistency and shows sensitivity for a number of items of the variables, therefore, an alternative measure is essential that could adequately measure the internal consistency reliability, however, this gap was then filled by the composite reliability (ρc) measure, which determines each indicators' extent of sharing greater proportion of variance and also show convergence, as compared to model indicators which are responsible for determining other variables in the model.

Contrarily, the convergent validity measures whether an indicator determines what it actually assumed to measure. According to Fornell and Larcker (1982) convergent validity is measured through the AVE value, which is equal to the communality of the indicators' square loadings of a corresponding construct in proportion to the total number of items of the constructs. Thus, AVE ≥0.50 shows that on average, more than half of the indicators' variance is explained by the respective construct, thus achieving convergent validity of the constructs. However, if this value is below 0.50, it shows that due to measurement errors, indicators' variance could not be explained through the constructs, thereby indicating non-established convergent validity (Hair et al., 2014; Urbach & Ahlemann, 2010). Table 2 shows that the adequate level of convergent validity is established for the measures since the AVE range turned out as 0.610-0.814, satisfying the minimum acceptable range i.e. 0.50 (Bagozzi & Yi, 1988), thereby shows that convergent validity is achieved.

Table 2: Reliability

	Cronbach's Alpha	rho_A	CR	AVE
JI	0.858	0.863	0.913	0.779
JOS	0.912	0.912	0.945	0.851
KS	0.936	0.938	0.959	0.886
OS	0.929	0.930	0.943	0.701
SE	0.961	0.963	0.967	0.788
TL	0.973	0.973	0.975	0.754

Discriminant validity refers to the extent that measures of the construct that should not be related theoretically to each other are actually not related. Achieving discriminant validity means a construct has shown distinctive features as compared to the other constructs involved in the PLS-SEM model. In a reflective measurement model, the DV can be assessed through

a) Fornell and Larcker (1982) criterion, which observes and compares each constructs' AVE square root to the correlation of latent construct with other constructs. Therefore, the AVE square roots must exhibit greater value than the correlations, for successful achievement of discriminant validity of the outer model; b) Determining the factor loading value of indicators, i.e. for each construct, the indicator loadings must exhibit greater value than the cross-loadings for other constructs of the underlying model. Therefore, discriminant validity is not achieved if the actual construct loading is less than the cross loadings of this construct on other constructs of the same model (Hair et al., 2014).

Table 3: Validity

	JI	JOS	KS	OS	SE	TL
JI	0.942					
JOS	0.603	0.922				
KS	0.656	0.829	0.941			
OS	0.870	0.642	0.714	0.937		
SE	0.892	0.625	0.693	0.894	0.887	
TL	0.655	0.577	0.673	0.861	0.726	0.868

Hair et al. (2014) suggest that structural model determines the relationship among the constructs presented in the hypothetical model. In addition, it provides the nature of interrelationships between the constructs, such as the nature of association among the latent constructs. The structural model also attempts to test the proposed relationship between the variables through hypotheses testing.

Figure 3. Structural Model
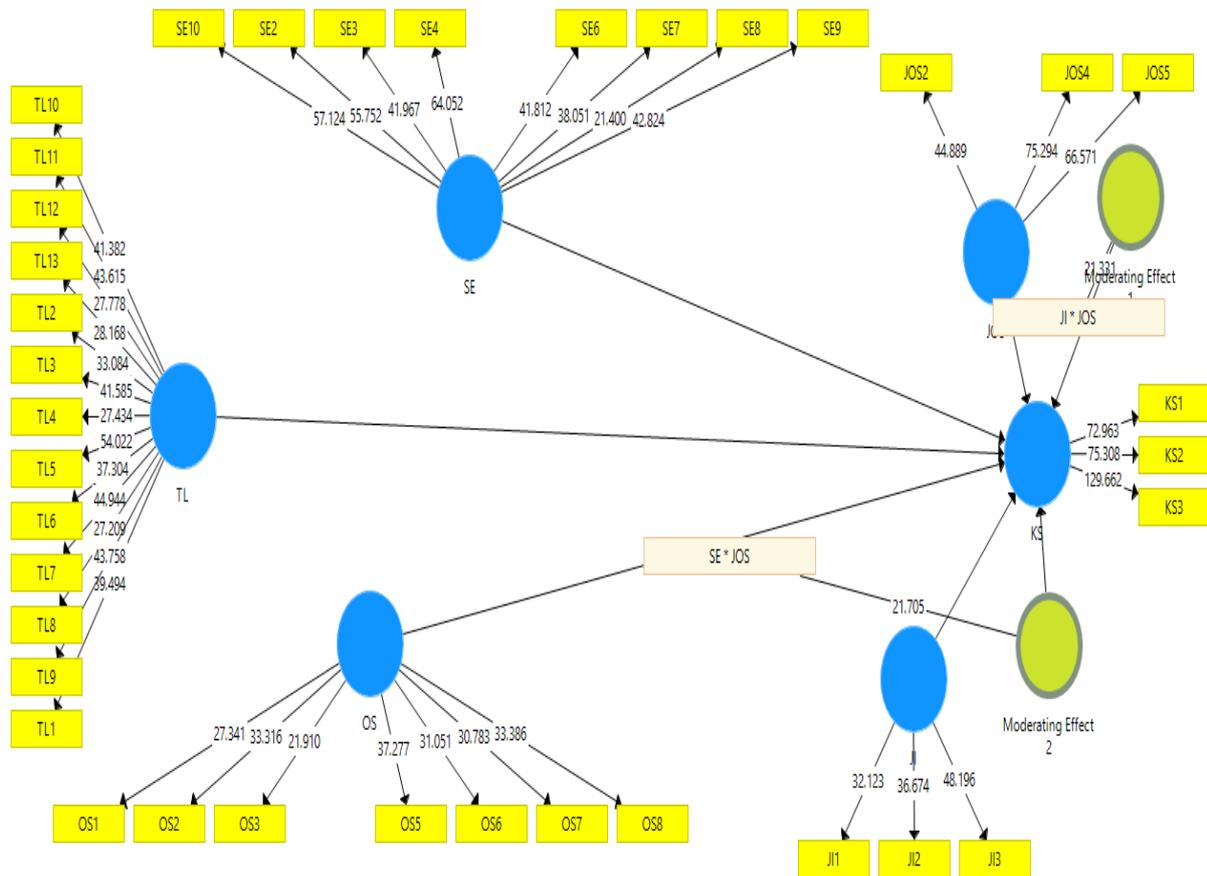
After estimation of the outer model and checking the validity and reliability of the model, thus confirms the estimation of the inner model. The structural model for present study consists of exogenous variables, and endogenous variable i.e. distributed leadership. During the structural model estimation, the study also attempted to determine its predictive relevance, checking for any collinearity issues, relevance as well as the significance of the structural relationships, and the R^2 effect sizes. The study performed bootstrapping pattern to estimate t-statistics and standard errors for the variables, which provides the precision for path coefficients.

Table 4: Regression Results

	(O)	(M)	(STDEV)	T Statistics	P Values
JI -> KS	0.079	0.094	0.108	4.733	**0.000**
JOS -> KS	0.629	0.626	0.081	7.803	**0.000**
Moderating Effect 1 -> KS	0.071	0.057	0.107	5.659	**0.000**
Moderating Effect 2 -> KS	0.185	0.168	0.107	6.733	**0.000**

OS -> KS	0.011	0.031	0.157	7.073	0.000
SE -> KS	0.132	0.129	0.118	5.118	0.000
TL -> KS	0.187	0.196	0.102	4.834	0.000

It has been argued that PLS-SEM is efficient in predicting Ringle et al. (2012) and according to Zhu et al. (2015) for almost all structural model estimations, the studies employ R^2 for predicting the ability of exogenous variables to explain the endogenous variable. The R^2 or coefficient of determination, explains the combined effects of exogenous latent constructs on the endogenous variable, or it shows if the variance in endogenous variable is explained by the exogenous latent constructs. Thus, it is a goodness of fit measure, and ranges from 0-1. The greater the value the higher the proportion in endogenous variable that is explained by the exogenous variables.

Table 5: R-Square

	R Square
KS	0.756

Conclusion

The main objective of the study was the investigation of the impact of TRNL, OS, JINSQ, and SE on the KNS. In addition to that, the study examined the moderating role JS plays in the relationship between SE, and KNS and between JINSQ and KNS. This paper aims to explore the past literature about KNS and identify its antecedent factors. Trust, management support, organizational rewards, leadership styles, shared goals, social networks, OS, JINSQ and SE are the most studied antecedents of KNS found in the literature. Most important of all these factors are the OS, JINSQ, TRNL and SE.

The data obtained through questionnaires was then entered into the SPSS for obtaining descriptive statistics and then transferred to Smart PLS to perform statistical analysis for testing the proposed hypotheses as well as for checking the instrument reliability and validity through estimation of measurement and the structural model. PLS-SEM, also referred as a second-generation multivariate statistical data analysis, was employed. The study findings are that the overall link between OS and KNS is valuable. Research has provided a comprehensive understanding of how an organization's support induces an individual to share knowledge or which variables intervene in that relationship, even though OS is a critical source of employee behaviours in the workplace and typically serves as the primary means through which employees interact with their job characteristics and climate.

This study posed that the leaders are the key factors for building an organizational atmosphere and culture. According to the research findings, creativity could be enhanced through

TRNL. TRNL, is able to create a freely accessible work environment to experiment and express, not to suppress and allow employees to not be afraid of making mistakes. Finally, the study broached the view that TRNL can give feedback to employees, encourage them to make extra efforts in achieving new solutions and increase their intrinsic motivation for creative thinking There are many factors that can influence employee JS. The study findings are that SE is the employee belief through which the employee can achieve the accomplishment regarding a particular task through the skills he or she possesses in a certain situation which is the important ingredient of KNS behaviour at the workplace.

The study has provided support to the view that to increase worker skills and knowledge, KNS is the key ingredient for organization success. Both practical and tacit knowledge are shared by the employees when it is perceived by them that their job is secure and stable. The literature review found that the determinant factors of JS can be divided into two categories: extrinsic factors and intrinsic factors. The extrinsic factors consist of working conditions, job security and remuneration. Working conditions comprise the physical and social conditions in the workplace. These study findings will be helpful for policymakers and practitioners in understanding the issues raised in the study

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