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From Knowledge Sharing to Performance: Understanding Individual Drivers of Sri Lankan Telecommunication Context

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Abstract

With today's fast paced and competitive business environment, every organization faces the challenge of manage and utilize knowledge in an effective way. Since not all employees possess the same knowledge in an organization it is important for individuals, teams and departments to share what they know. This helps the organization to collect, use and grow its knowledge. Challenges in knowledge gaps can arise when key employees leave a company and there is no good system in place to store and share their knowledge that they used. The objective of the current study was to examine the contribution of individual level determinants of knowledge sharing which are interpersonal trust on share knowledge, intention to share knowledge and motivation to share knowledge on employee job performance. A quantitative, survey-based research design was employed, and data were collected from 195 non-managerial employees of a leading telecommunication company in the Colombo District. The data were analyzed using descriptive statistics, correlation analysis, and regression analysis. The results of the present study there is a significant and positive relationship in between knowledge sharing and employee job performance. And considering each subdimensions the greater impact is having interpersonal trust on share knowledge for employee job performance as an individual determinant of knowledge sharing.

Keywords: *Employee job performance, Intention, Interpersonal trust, Knowledge sharing, Telecommunication industry*

Introduction

Although a business may have resources like finance, fixed assets and committed customers base, its most important asset is its employee capital. They are increasingly recognized as the most critical organizational asset. Knowledge sharing has therefore become a central component of knowledge management strategies, particularly in service-oriented and technology-driven industries such as telecommunications. It enhanced an individual capability to retrieve new data and resources for the purpose of learning, problem solving and self-improvement. Better knowledge sharing allows to disseminate, implement, and develop existing knowledge. If knowledge is not shared systematically, it will be detrimental to the organization because knowledge is only inherent in the minds of individuals. (Fauziyah & Rahayunus, 2021) Recent studies indicate that ineffective knowledge sharing remains a persistent organizational challenge, particularly in knowledge-intensive industries.

Empirical evidence suggests that effective knowledge-sharing practices positively influence employee job performance and productivity, whereas poor knowledge-sharing mechanisms can hinder organizational effectiveness. (Hani D. Hejazi, 2022) Knowledge sharing is a key part of knowledge management that supports efficiency, innovation, and performance in organizations. However, barriers such as lack of trust, hierarchical culture, and insufficient incentives often limit effective knowledge sharing. (Can & Yesil, 2019) Previous literature mainly identifies environmental and organizational factors that influence the effective transfer of knowledge and also indicates that knowledge-sharing practices are frequently constrained by both individual and organizational barriers. (Chua, Thinakaran, & Vasudevan., 2023)They can be categorized further as job related factors, interpersonal related factors, organizational culture related factors, attitude related factors, personality traits and behavioral characteristics related factors, leadership related factors & supervisor related factors. (Castaneda & Cuellar, 2020) For example, it has reported that approximately 45% of employees hesitate to share knowledge due to fear of losing job security or personal advantage (Huang, 2021). According to (Pelealu, 2022) there is a positive and significant relationship between knowledge sharing and employee job performance and knowledge sharing has a significant influence on employee job performance. Knowledge sharing is the most difficult knowledge management activity for organizations to implement.

Strong knowledge sharing in a company will encourage employee performance. These barriers not only limit knowledge sharing but also negatively affect employee performance and innovation, highlighting a critical research gap. Prior research has largely focused on environmental and organizational factors influencing knowledge sharing, such as organizational culture, leadership, technology infrastructure, and reward systems. Employees' reluctance to share knowledge has been attributed to job-related concerns, interpersonal relationships, organizational culture, individual attitudes, personality traits, and supervisory influences (Wng & Noe, 2010) However, recent studies emphasize that individual-level drivers play a crucial role in shaping knowledge-sharing behavior and its outcomes (Pelealu, 2022). Empirical findings consistently demonstrate a positive and significant relationship between knowledge sharing and employee job performance, indicating that employees who actively engage in knowledge sharing tend to perform better and contribute more effectively to organizational goals. (Pelealu, 2022).

While the relationship between knowledge sharing and performance has been acknowledged, there is limited empirical evidence examining how individual-level drivers of knowledge sharing directly influence employee job performance, particularly in contemporary organizational settings and emerging. This limitation is especially evident in the Sri Lankan telecommunication sector, which is highly knowledge-intensive and rapidly evolving, yet remains underexplored in empirical knowledge-sharing research. Accordingly, the research problem addressed in this study is the lack of empirical evidence on how individual-level drivers of knowledge sharing influence employee job performance in the Sri Lankan telecommunication context. The study is guided by the following research question: To what extent do individual drivers of knowledge sharing affect employee job performance? The purpose of this study is to empirically examine the impact of individual drivers of knowledge sharing on employee job performance, thereby providing insights that can strengthen human capital, optimize organizational processes, and enhance sustainable competitive advantage in the telecommunication sector. By addressing this gap, the study contributes both theoretically and practically to the literature on knowledge management and organizational development

Literature Review

Knowledge sharing is different from knowledge transfer and knowledge exchange. While knowledge exchange has been used interchangeably with knowledge sharing, knowledge transfer involves the sharing of knowledge sources and the acquisition of knowledge sources. Knowledge transfer is used to describe the moving between different units, departments and organizations. (Wang & Noe, 2010) The literature provides variety of definitions leading to different concepts of Knowledge Sharing

Table 1 : Definitions of knowledge sharing

Author(s)	Year	Page	Definition of Knowledge Sharing
Sohail and Daud	2009	p. 129	Exchanging experience, events, thoughts, or understanding on anything (in general) with an expectation to gain more insights and understanding for temporary curiosity.
Wang and Noe	2010	p. 117	The provision of task information and know-how to help others and to collaborate with others to solve problems, develop new ideas, or implement policies or procedures.
Jahani et al.	2011	p. 88	Activities of transferring or disseminating knowledge from one person, group, or organization to another.
Kim et al.	2013	p. 687	The activity by which information, skills, and insights are exchanged among organizational members.

(Ishrat & Rahman, 2019)

When referring to the different definitions from literature on knowledge sharing can be sum up the basic characteristics as knowledge sharing being a major individual behavior and it being a voluntary, proactive and behavioral awareness controlled by environmental systems or procedures such as legal, ethical standards, code of conduct and habits. And the result of knowledge sharing knowledge is to be jointly occupied by two or more parties. (Zhng, 2017) Knowledge sharing can be studied at the individual, group and organizational levels. Organizational and group knowledge sharing has rooted in individual behavior and director of that behavior. (Javadi, Zadeh, Zandi, & Yavarian, 2012)

Knowledge sharing is influenced by a wide range of interconnected factors including individual, organizational, cultural and technological elements. Among these factors individual-level determinants are particularly important as knowledge sharing fundamentally depends on the personal willingness, motivation, and behavior of individuals within the organization. (Wang & Noe, 2010)In the process of knowledge sharing, individuals serve as knowledge generators and knowledge receptors. Individuals generate knowledge by exchanging their ideas and experiences through socialization. To encourage people to share knowledge several key factors need to be present such as having the right knowledge, confidence, trust, good personal relationships, personal expectations, and a willingness to share. Knowledge self-efficacy pertains to individuals' self-assessment of their ability to disseminate information effectively. Trust stands out as a potent and cost-effective motivator for encouraging knowledge sharing. Individuals are more inclined to share knowledge when they have a high level of trust in the recipient. Conversely, low trust in an individual results in diminished knowledge sharing.

The willingness to share knowledge is closely tied to the perception that the recipient can be trusted. (Akudugu, Mary, & Abraham, 2023) The present study will assess the impact of individual level determinants namely interpersonal trust on share knowledge, Intention to share knowledge and motivation to share knowledge on employee job performance.

The individual's conscious plan or willingness to engage in knowledge-sharing behavior with others in an organization can be defined as Intention to share knowledge. (Bock, Zmud, Kim, & Lee, Behavioral intention formation in knowledge sharing: Examining the roles of extrinsic motivators, social-psychological forces, and organizational climate, 2005) Interpersonal trust can be defined as a belief in the honesty, integrity and reliability of others, which reduces perceived risks in sharing knowledge. (Chiu, Hsu, & Wang, 2006) Motivation to share knowledge is defined as internal or external drive that compels individuals or groups to disseminate information, insights, or expertise with others. (Ali, selvam, Paris, & Gunasekaran, 2019)

The concept of knowledge sharing will be described as a continuum with, at the two extremes: formal knowledge sharing; and informal knowledge sharing. Formal knowledge sharing comprises all the forms of knowledge sharing that are institutionalized by management. These are resources, services and activities, which are designed by the company or organized with the aim of knowledge sharing or of learning from each other (organizational learning).

Other examples of formal knowledge sharing are meetings and organized brainstorm sessions. A culture which makes sure that explicit knowledge is shared does not preclude the sharing of implicit knowledge. An example is an in-house training with an emphasis on observation. (Taminiau, Smit, & Lange de, 2009) Any type of knowledge sharing that exists alongside with all formal types of information sharing will be referred to as informal sharing. It has to do with things like tools, services and events that help spread knowledge even though they weren't created with that intention. Conversations and idea sharing over coffee, over lunches and dinners and on the way to work or a client are a few instances of exchanging knowledge. (Taminiau, Smit, & Lange de, 2009) According to (Calo, Talent management in the era of the, 2008) knowledge can be divided into two categories as Explicit knowledge and Tacit knowledge.

Explicit knowledge refers to information that is formal, structured and easily communicated or stored through documents, databases or manuals. It is typically accessible and transferable across individuals or systems. However, while it is easier to share than tacit knowledge its usefulness often depends on the context and the recipient's ability to interpret and apply it correctly. (Stevens, Millage, & Clark, 2010) Tacit knowledge is personal, experience-based and difficult to define or transfer, as it resides in individuals' minds and is shaped by perceptions and values. It includes informal know-how and intuitive decision-making, often gained on the job. Due to its deeply personal and context-specific nature, tacit knowledge is hard to imitate, store or communicate, making it a key source of competitive advantage in organizations. It requires close interaction, mentoring or demonstration to be effectively shared (Stevens, Millage, & Clark, 2010)

This study is grounded in Social Exchange Theory (SET), Theory of Planned Behavior (TPB), and Self-Determination Theory (SDT) to comprehensively explain why employees decide to share knowledge and how such behavior influences employee job performance. These three theories are selected because knowledge sharing is a socially embedded, cognitively driven, and motivationally influenced behavior, which cannot be sufficiently explained by a single theoretical lens.

Social Exchange Theory (SET)

The social exchange theory (Blau, 1964)) is a commonly used theoretical base for investigating individual's knowledge-sharing behavior. Social Exchange Theory provides a meaningful framework to understand how interpersonal trust and motivation influence knowledge sharing behavior, ultimately affecting employee job performance. The social exchange theory views knowledge sharing as a form of reciprocal exchange, where individuals expect to gain benefits such as recognition, support, or social approval in return for sharing knowledge. (Blau, 1964)

Employees are more inclined to share their knowledge when they trust that others will not misuse it and when the sharing relationship feels fair and beneficial. (Abdul Razak, Mohamed Yunus, Asnawi, Abdullah, & Mohd Noor, 2014)

Furthermore, The social exchange theory incorporates both intrinsic motivators such as satisfaction, self-esteem and extrinsic motivators such as tangible rewards or status which are essential drivers of knowledge-sharing behaviors. (Cropanzano & Mitchell, 2005) When organizations foster trust-based environments and offer supportive structures for knowledge exchange, employees are more likely to engage actively in knowledge sharing, leading to improved individual and organizational performance.

Therefore, interpersonal trust and motivation**,** as individual-level determinants, are critical to shaping knowledge-sharing behavior and enhancing job performance.

Theory of Planned Behavior (TPB)

The Theory of Planned Behavior developed by Ajzen (1991), highlight how intention to share knowledge serves as the key predictor of actual knowledge sharing behavior of individual. And it can directly influence employee job performance. The Theory of Planned Behavior suggests that an individual's intention to act is affected by three factors namely as attitude toward the behavior, subjective norms and perceived behavioral control (Ajzen & Fishbein, Understanding attitudes and predicting social behavior, 1980) In organizational contexts employees are more likely to share knowledge when they view it positively, feel encouraged by social norms and believe they have the capability and opportunity to do so effectively. Therefore, intention to share knowledge serves as a key individual-level determinant and it bridges cognitive readiness and actual behavior. Prior research has demonstrated that intentional knowledge sharing leads to higher employee performance by fostering better communication, problem-solving and innovation within teams. (Jalili S. R., 2020). Theory of Planned Behavior thus provides a solid foundation for analyzing how intention influences employee engagement in knowledge-sharing practices that support job effectiveness.

Self-Determination Theory (SDT)

Self-Determination Theory developed by (Deci & Ryan, 1985) explain that what factors motivate employees to share their knowledge by differenceting between intrinsic and extrinsic motivation**.** Intrinsic motivation refers that engaging in a behavior for inherent satisfaction or personal value while extrinsic motivation refers to doing something to gain external rewards or avoid punishment. In a knowledge sharing environment employees who are intrinsically motivated may share knowledge because they enjoy helping others or feel a sense of purpose.

And also extrinsically motivated employees may do in return for recognition or incentives. Self-Determination Theory also highlights that when an organization workplace supports employees' psychological needs like autonomy, competence and good relationships with others are more likely to engage in self-driven knowledge sharing. (Rayan & Deci, 2000)Motivated knowledge sharing fosters collaboration, learning and efficiency all of which contribute positively to employee job performance. Therefore, Self-Determination Theory directly supports by explaining how different types of motivation affect employees' willingness to share knowledge and how that behavior enhances individual performance outcomes.

Employee job performance

Most of studies have shown that employee job performance among employees positively influences workplace behavior and helps businesses achieve their objectives. When considering organizational performance as a significant and crucial component that depend employees' capacity to work efficiently and obtain a competitive edge over rivals, employee job performance, or individual performance, is considered the smallest subunit. (Na - nan & Sanamthong, 2019) Employee Job performance in general can be defined as behavior that is created by a blend of skills, efforts, and characteristics that are in line with organizational values in order to accomplish job effectiveness and meet organizational objectives. (He, 2023) An employee job performance in an organization can be influenced by a variety of internal and external factors. While the working environment, the nature of the tasks assigned, incentives, organizational structure, and Human Resource Management practices are examples of external factors, individual ability, knowledge, and skill might be instances of internal elements. (Cetinkaya & Rashid, 2018)

Table 2: Definitions of employee Job Performance

Year	Author(s)	Definition of employee Job Performance
1974	Porter and Lawler	A function of individual ability, skills, and effort in a given situation.
1984	Bernardin and Beatty	The record of outcomes produced by a specified job function or activity during a specified time period.
1998	Bernardin and Russell	The record of outcomes produced on a specified job function or activity during a specified time period.
2000	Viswesvaran and Ones	Scalable actions, behavior, and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals.
2002	Mathis and Jackson	Contribution of employees to the organization.
2007	Griffin	The sum of behaviors of employees.
2008	Pushpakumari	The performance in terms of effort extended to the job of an employee.
2009	Stewardt and Brown	The contribution that individuals make to the organization that employs them.
2015	Opatha	Job performance is the extent to which duties and responsibilities have been carried out. Key measures: quantity and quality of work.

(Ramawickrama, H. H. D. N. P. Opatha, & PushpaKumari, 2017)

Borman and Motowidlo (1993) presented a model of job performance which reflected such behaviors that were comprehensive of job performance specialty, classified as either task or relative performance. In the performance literature, a distinction is made between in role and extra-role performance (Katz and Kahn, 1978). Extra-role performance is also conceptualized as organizational citizenship behaviors (Smith, Organ, and Near, 1983). Based on this research, Borman and Motowidlo (1993) suggested that performance can be divided into two parts, task and contextual performance. Task performance involves the effectiveness which employees perform the activities that are formally part of their job and contribute to the organizations technical core and studied that appropriate performance referred to those behaviors that maintained the vast social environment in which the technical core must function.

It included more unrestricted behaviors that assisted the organizations to function. Contextual performance comprises organizational activities that are volitional, not prescribed by the job, and do not contribute directly to the technical core. Contextual performance includes activities such as helping, cooperating with others, and volunteering, which are not formally part of the job but can be important for all jobs. (Hettiararchchi & Jayarathna, 2014)

Organizations can effectively manage knowledge resources when employees are willing to cooperate with colleagues to contribute knowledge to the firm. Thus, this can generate information for decision making (Kearns & Lederer, 2003). New knowledge will indirectly be formed when the previous knowledge is shared through discussion, meetings, and mini formal conversation. An organization that promotes employees to contribute knowledge within groups and organizations is likely to generate new ideas and develop new business opportunities, thus facilitating innovation activities. (Darroch & McNaughton, 2002)

Organizational knowledge sharing can be the backbone of organizational learning and it brings enormous benefits to an organization These practices have a positive relationship with organizational human capital (employee competencies), which contribute to organizational performance. (Hsu, 2008) Organizational performance might be attributed either from growth, product or services, product quality or organization effectiveness. In designing and clarifying knowledge sharing model in administrative agencies, it can improve performance such as learning, growth, internal process, financial and customer. However, to be successful, insurance companies need more than just the ability to enhance knowledge sharing capabilities among its employees. It needs a comprehensive knowledge sharing strategy whereby every unit or department in the insurance companies needs to be integrated in an effort to share knowledge effectively. (Zahari, RahmanA.B., Othman, & Baniamin, 2014)

Research Methodology

This study adopted a quantitative, cross-sectional research design. Primary data were collected using a structured, self-administered questionnaire distributed among non-managerial employees of ABC Telecommunication Company. Non-managerial employees were selected because effective knowledge sharing is critical in fast-paced, technology-driven telecommunication environments, where operational knowledge, technical expertise, and customer-related insights directly influence service quality and innovation. The demographic profile of respondents was captured using variables such as gender, age, department, and years of service. These variables were used solely to describe the sample characteristics and were not included in hypothesis testing.

The dependent variable employee job performance was assessed using the items scale (15 items) suggested by (Koopmas, Bernaards, & Hildebrandt, 2013) was measured via two dimensions such as task Performance and contextual performance All the items are anchored on a five-point Likert scale where 1 = Strongly Disagree and 5 = Strongly Agree.

The independent variables individual determinants of knowledge sharing were assessed by using 16 items are anchored on a five-point Likert scale where 1 = Strongly Disagree and 5 = Strongly Agree were used under three dimensions: intention to share knowledge - 04 items; interpersonal trust - 09 items; motivation to share knowledge - 03 items. The independent variables; individual determinants of knowledge sharing were assessed adapting the measurement scale of (Ali, Selvam, & Paris, 2019)

The collected primary data were screened and entered into SPSS for analysis. The reliability of the scales and the sample was ensured via the Cronbach Alpha coefficient of internal consistency. Construct validity was ensured using the KMO test and factor analysis. Descriptive statistics were generated to analyze the individual behavior of variables, and the dataset was tested for multivariate assumptions. The advanced hypotheses were tested using correlation analysis and regression analysis.

Table 3: Sample Composition

Gender	Male	140
	Female	50
Age	Below 30	34
	In Between 30 -40	101
	In Between 40 -50	49
	Above 50	6
Educational Qualifications	O/L	21
	A/L	48
	Diploma /Degree	103
	Mater /PHD	18
Division	Accountancy	24
	Finance	51
	Human Resources	50
	Marketing	40
	Legal and Administration	7
	IT	18

H1: There is a significant impact of intention to share knowledge on employee job performance.

The intention to share knowledge, interpersonal trust, and motivation to share knowledge are individual dimensions that impact knowledge sharing behaviors. (Hostle & Fields, 2010)Achieving desired organizational and individual outcomes may be hindered by the restricted transfer of knowledge across organizational members, which may depend heavily on each person's intention to share their knowledge. A typical method for examining a person's intention to participate in knowledge-sharing behaviors is the theory of planned behavior. Perceived behavior control, attitudes, and subjective norms all influence a person's purpose of sharing knowledge (Ranasighe & Dharmadas, 2013) Extending this understanding, recent studies by (Yoon & Park, 2022) affirm a strong positive correlation between employees' intention to share knowledge and their subsequent job performance.

H2: There is a significant impact of interpersonal trust on employee job performance.

People are more eager to share knowledge with individuals they can trust, and this trust serves as a cornerstone for fostering collaborative and productive work environments. Extending this understanding, recent empirical studies by (Xu & Wei, 2023)stated that the significant positive impact of interpersonal trust on knowledge sharing practices within organizations. Chang and Chuang's findings suggest that when employees perceive a high level of trust in their interpersonal relationships at work, they are more likely to engage in open and transparent knowledge-sharing behaviors. This not only contributes to the collective knowledge pool within the organization but also creates a positive environment for enhanced employee job performance. Moreover, research by Brown and Curren (2017) emphasizes that in a workplace characterized by trust, employee expertise and information quality are elevated through both explicit and implicit knowledge sharing.

H3: There is a significant impact of motivation to share knowledge on employee job performance.

The motivation to share knowledge is another individual factor that drives knowledge sharing (Paulin & Suneson, 2012). Understanding what motivates workers to share their expertise is crucial for businesses aiming to foster a culture that encourages knowledge sharing. Recent studies by Chen and Huang (2018) has identified an association between the motivation to share knowledge and subsequent employee job performance. Chen and Huang's research indicates that individuals who are intrinsically motivated to share knowledge demonstrate a higher level of engagement in collaborative projects, contribute more effectively to team tasks, and exhibit enhanced problem-solving skills. Additionally, research by Smith and Jones (2020) suggests that organizations can enhance employee motivation to share knowledge by recognizing and rewarding such behaviors.

H4: There is a significant impact of knowledge sharing on employee job performance.

Employee job performance has been directly improved by close coordination and collaboration amongst members of a company through initiatives like sharing knowledge. Numerous job performance deficits are caused by a lack of transmitted knowledge, according to certain studies. Consequently, it is known that knowledge sharing or being open to learning from others has a significant influence on job success (Huie, Cassaberry, & Rivera, 2020).

Conceptual Framework

As given in the conceptual framework, Employee job performance is considered the dependent variable and independent variable is knowledge sharing. In the present study has considered three dimensions under knowledge sharing where intention to share knowledge, interpersonal trust and motivation to share knowledge as individual determinants of knowledge sharing, respective

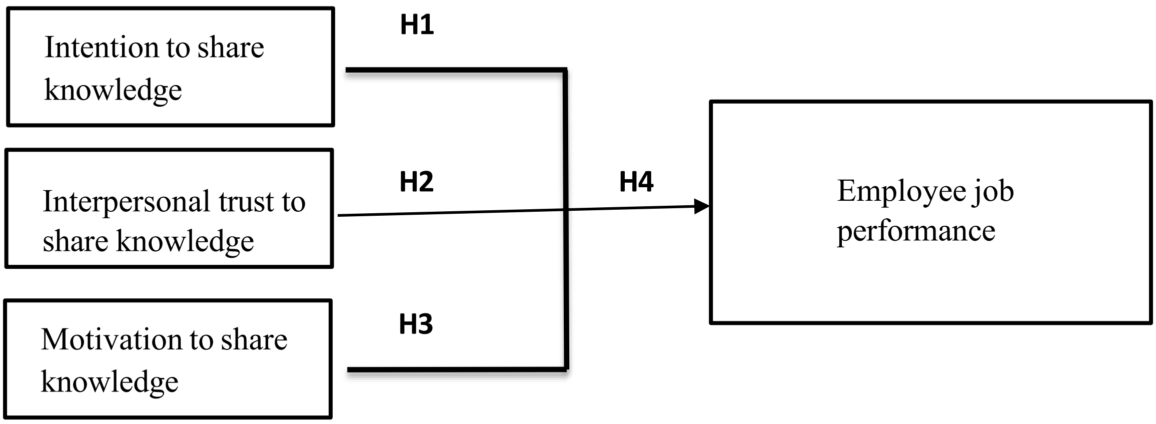


Figure 1 : Conceptual Framework

Table 4: Reliability and Validity Analysis4.Reliability and Validity Statistics

Variable	Sub-Construct	No. of Items	Cronbach's Alpha (α)
Knowledge Sharing	Interpersonal Trust on share knowledge (IT)	9	0.831
	Intention to Share Knowledge	4	0.760
	Motivation to Share Knowledge	3	0.823
Employee job Performance	Task Performance	9	0.836
	Contextual Performance	6	0.793

The internal consistency reliability of the measurement scales used in this study was evaluated using Cronbach's Alpha. For the knowledge sharing variable, the three dimensions showed strong reliability. The Interpersonal Trust on share knowledge dimension had a Cronbach's Alpha value of 0.831 and it indicating excellent internal consistency. The Intention to Share Knowledge dimension achieved a value of 0.760 and the Motivation to Share Knowledge dimension scored 0.823 both of which suggest good reliability. When considering the employee performance variable both dimensions demonstrated high reliability. Task Performance had a Cronbach's Alpha of 0.836 and Contextual Performance had a value of 0.793. These scores emphasize that the items used to measure employee job performance were consistent and reliable across the sample.

Construct validity was assessed using the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity. All KMO values were >0.7, and Bartlett's test was significant ($p < 0.001$), indicating sampling adequacy and factorability.

Table 5: Construct Validity Statistics

Variable	KMO	Chi-Square (Bartlett)	Sig. Value	Explained Variance (Cumulative %)
Interpersonal Trust to share knowledge	0.826	1400.473	0.000	52%
Intention to Share knowledge	0.749	208.086	0.000	59%
Motivation to Share knowledge	0.714	210.727	0.000	74%
Task Performance	0.875	906.723	0.000	51%
Contextual Performance	0.836	287.532	0.000	50%

Descriptive Statistics and Normality

Descriptive statistics show that all variables are normally distributed (Skewness/Kurtosis between -2 *and +2), indicating suitability for regression analysis.*

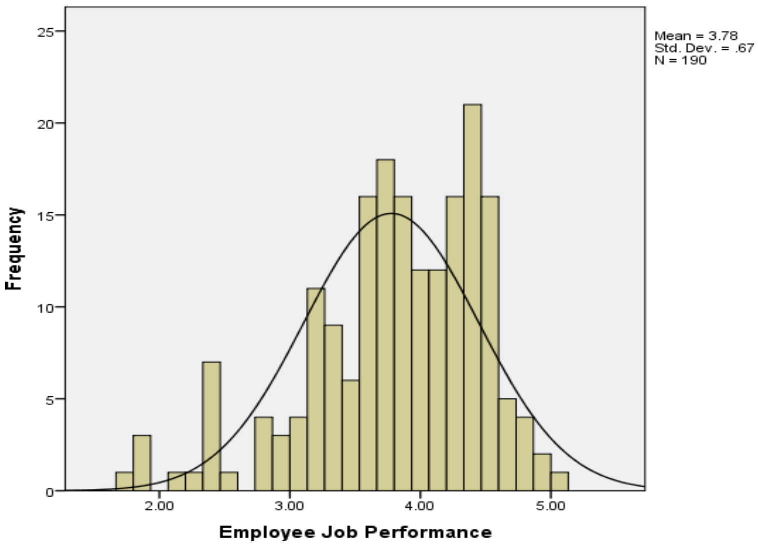
Table 6 : Descriptive Statistics

Variable	Mean	SD	Skewness	Kurtosis
Employee Job Performance	3.77	0.67	-0.875	0.600
Interpersonal Trust to share knowledge	3.65	0.71	-0.681	-0.106
Intention to Share Knowledge	3.64	0.78	-0.087	-0.426
Motivation to Share Knowledge	4.05	0.80	-0.872	0.231

Normal distribution was further supported through histograms and Q-Q plots, and linearity was visually confirmed via scatterplots between independent and dependent variables. Further, the Skewness and

Kurtosis of the dependent variable; job satisfaction is 0.875 and 0.600 respectively, between -3 and +3 indicating an approximately normal distribution in the variable. To clarify the normal behavior of the dependent variable, a histogram with a normal curve was generated

Figure 2 : Histogram with Normal Curve



Regression Analysis

Hypotheses were tested through simple regression. It employed to assess the impact and consider the coefficient of determination. Here regression analysis used to measure the impact of Interpersonal trust, *Intention to share knowledge and Motivation to share knowledge.*

Table 7: Intention to share knowledge

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714[a]	.509	.507	.47068
a. Predictors: (Constant), Intention to share knowledge				

The regression analysis shows that the intention to share knowledge has a moderately strong effect on employee job performance. The R value is 0.714 means that a strong positive relationship between the two variables. The R Square value is 0.509, which means that about 50.9% of the changes in employee job performance can be explained by employees' intention to share knowledge. This suggests that when employees are more willing to share what they know, their job performance tends to improve.

Table 8: Interpersonal trust to share knowledge

Model Summary [b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.952[a]	.907	.906	.20493
a. Predictors: (Constant), Interpersonal Trust				
b. Dependent Variable: Employee Job Performance				

The regression analysis shows that interpersonal trust has a very strong impact on employee job performance. The R value is 0.952 means that there is a very strong relationship between these two variables. The R Square value is 0.907meaning that 90.7% of the changes in employee job performance can be explained by interpersonal trust.

Table 7: Motivation to share knowledge

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885[a]	.783	.782	.31283
a. Predictors: (Constant), Motivation to share knowledge				
b. Dependent Variable: Employee Job Performance				

Regression analysis shows that motivation to share knowledge has a very strong effect on employee job performance. The R value is 0.885 which means that there is a strong positive relationship between motivation to share knowledge and job performance. The R Square value is 0.783 indicating that 78.3% of the variation in employee job performance can be explained by their motivation to share knowledge.

This is a high percentage, showing that motivation is a major factor in how well employees' performance.

Table 10: knowledge sharing on employee job performance

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.958[a]	.917	.917	.19314
a. Predictors: (Constant), Knowledge Sharing				
b. Dependent Variable: Employee Job Performance				

As the Model summary Table (Table 10) R square is 0917. It means 91.7 % of the variation in employee job performance is explained by then fitted regression model.

Discussion

The findings of this study reveal that individual-level determinants of knowledge sharing namely intention to share knowledge, interpersonal trust, and motivation to share knowledge have a significant positive influence on employee job performance in the telecommunication sector. Specifically, interpersonal trust emerged as the strongest predictor of job performance. This aligns with recent studies highlighting the pivotal role of trust in facilitating knowledge exchange and enhancing employee outcomes. Interpersonal trust is identified as a necessary prerequisite for knowledge sharing. The willingness to share knowledge is higher when individuals trust and identify with one another. Interpersonal trust eliminates deception, cheating, and tendency among employees to blame others for organizational failures. In the absence of trust, formal knowledge sharing practices are insufficient to encourage individuals to share knowledge with others. Trust is more important than technical support in facilitating knowledge sharing. (Wickramasinghe, 2012) Trust is directly and indirectly influenced onto the transfer and creation of knowledge. A high level of trust leads to a high level of knowledge sharing, and a lower level of trust leads to less knowledge sharing. The direction of trust runs from the knowledge provider to the knowledge seeker. A high level of trust in the organization occurs with good personal contacts, friendship, and with no perceived costs. (Luzar & Zoran, 2020) The findings strongly support that creating a culture of trust and knowledge sharing significantly enhances employee outcomes in telecommunication firms. When trust exists among colleagues the employees are more comfortable and confident in sharing knowledge without fear of misuse or negative consequences. Such a trusting environment encourages employees to open communication and mutual support, which leads to improved performance and team effectiveness. The analysis revealed that the intention to share knowledge has a moderate and statistically significant positive effect on employee job performance. Employees who exhibit deliberate willingness to share their expertise contribute more effectively to collaborative tasks and organizational goals. (Yoon & Park, Employee's intention to share knowledge: the impacts of learning organization culture and learning goal orientation, 2022) This suggests that when employees have a stronger personal willingness and deliberate intention to share their knowledge, they are more likely to contribute positively to their job roles. A positive mindset toward sharing knowledge will lead to improve collaboration, learning and task completion and finally boosting employee job performance (Rhab & Wahyuni, 2013)Motivation to share knowledge also showed a strong positive relationship with employee job performance. This indicates that employees who are intrinsically or extrinsically motivated to share their expertise with others tend to perform better. (Perotti, Belas, Jabdeen, & Bresciani, 2023) Motivation can stem from personal satisfaction, recognition, or a sense of contribution, all of which drive individuals to engage more in collaborative behaviors that enhance productivity and their outcomes. All three factors namely as intention, trust, and motivation are considered together as a composite measure, their combined impact on job performance is extremely high with explaining around 92% of the variance. This encourages the conclusion that individual level determinants collectively have a very significant influence on employee job performance. It implies that to improve job performance effectively, organizations must simultaneously nurture trust, strengthen motivational drivers, and build positive intentions toward knowledge sharing among employees.

Conclusion

This study examined the impact of individual level determinants of knowledge sharing which are Based on the findings of this study, several recommendations are proposed to enhance knowledge sharing and improve employee job performance in the Sri Lankan telecommunication industry. First, organizations should foster a trust-based culture, as interpersonal trust was found to have the strongest influence on knowledge sharing and performance. This can be achieved through transparent communication, collaborative teamwork, mentorship programs, and peer recognition, which create an environment where employees feel safe to share their knowledge without fear of misuse. (ALI, Gohneim, & Roubaie, 2014) Second, organizations should strengthen employees' motivation to share knowledge by providing intrinsic and extrinsic incentives, such as recognition, career progression opportunities, and skill development programs, aligning with Self-Determination Theory which emphasizes the role of motivation in promoting collaborative behaviors. And with the implementation of effective knowledge management systems, such as collaborative software and knowledge repositories, is recommended to facilitate easy access to information and streamline sharing processes. (Hima, R., & Ratnaditya, 2022) Promoting psychological safety and open communication is essential, as employees are more likely to share knowledge when they feel secure and supported .Finally, a holistic HR strategy integrating trust-building initiatives, motivational mechanisms, training, and performance feedback should be adopted, alongside continuous monitoring and evaluation of knowledge-sharing practices, to ensure sustainable improvements in employee performance and organizational .Collectively, these strategies emphasize that knowledge sharing is not merely procedural but requires a supportive environment where trust, motivation, and intention are simultaneously nurtured to transform knowledge into a strategic organizational asset.

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