

Influencing employee performance through knowledge management: The role of organizational citizenship behavior as a mediator

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Abstract: The study sought to evaluate the effects of knowledge management on employee performance through Organizational Citizenship Behavior (OCB), where knowledge management classified into three key functions: knowledge conversion, application. The research intended to employ structural equation modeling to evaluate the framework with the Smart-PLS software package. The sample size of the investigation was 131 which were gathered through purposive sampling technique from 16 branches of ten renowned private commercial banks located in Dhaka metropolis. The study found that while information transfer has the opposite effect, knowledge application and conversion have a favorable impact on employee performance. Furthermore, OCB controls the relationship between knowledge conversion and employee performance. The major limitation of the study that it didn't consider the cultural and demographic effect on the framework which has given an opportunity for the future researches. The major limitation of the study that it didn't consider the cultural and demographic effect on the framework which has given an opportunity for the future researches. This study will assist the managers of the business firms to coordinate their effort to establish a knowledge sharing culture within the organization complying with high employee performance.

1.0 Introduction

Knowledge Management (KM) is now one of the most discussed issues in contemporary Human Resource Management. The success of some organizations depends on how they prioritize their intangible resources as knowledge and the intellectual capital. Whereas the other organizations don't provide required attention to these resources. Particularly because of the tremendous technological advancement in the corporate world the significance of knowledge has increased. "The success of a firm lies more in its capabilities related to knowledge and learning than in its physical assets." (Torabi et al., 2016).

Evolving companies utilize it as a tool to improve customer satisfaction. (Attia and Salama, 2018) and effectively remain competitive on the marketplace (Mothe et al., 2017). KM has gained a lot of attention in the corporate world over the past twenty years and is now widely recognized as a crucial component in developing effective strategies, creating innovative products and services, (Mardani et al., 2018), and managing standard operating procedures (Qasrawi et al., 2017). An organization can become more dynamic and competitive with proper knowledge management (Yusr et al., 2017). Thus, many firms use KM as a critical partner, empowering them to exceed their rivals (Bolisani and Bratianu, 2018).

Knowledge management is a technique used by businesses to collect, distribute, organize, and analyze their knowledge so that employees may conveniently access it. (Ouriques et al., 2023). The outcome or contribution of employees to the accomplishment of the overall organizational goals is referred to as employee performance. (Gutpta et al., 2021). The term Organizational Citizenship Behavior (OCB) refers to all the constructive and admirable employee acts and behaviors that aren't directly connected to their formal job descriptions. (Schmid et al., 2019).

The foundation of KM is Knowledge Sharing (KS) which can be used as the term Knowledge Transfer (KT) interchangeable (Hassan et al., 2021). The most crucial component of a KM program is Knowledge Transfer (Nadason et al., 2017). Employees who practice KT create, share, capture, and use knowledge so that organizations can strengthen their resource infrastructures and capability (Ahmad & Karim, 2019).

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The perceived result is Exceptional organizational performance (Muazu et al., 2021). KS contributes to improved market efficiency and direct and indirect enhanced competitiveness (Nadason et al., 2017).

Robbins and Judge (2020) stated that, Employees who go above and beyond the call of duty for successful firms will produce results that exceed expectations. Asbari (2020) showed that OCB can play a vital role in improving employee performance. Employee attitudes that behave on behalf of someone else, go above and beyond the call of duty, are willing to endure discomfort with, participate in organizational functions, and have the capacity for storing information are signs that employees have developed OCB conduct in themselves. The performance of employees will increase if they demonstrate helpful behavior. Similar research was conducted by Darto et al., (2015) demonstrating the excellent and significant impact that OCB has on employee performance.

Previous research separately analysed different aspects of Knowledge Management (Ode et al., 2020), the effect of knowledge management practices on employee performance (Abubakar et al., 2019). The impact of OCB on Employee Performance (Ridwan et al., 2020) had also been analyzed in the past. OCB has also been used as a mediator (Han et al., 2019) in many previous studies. But there are not satisfactory numbers of research conducted on impact of Knowledge Management on Employee performance through the mediating role of Organizational Citizenship Behavior. Therefore, the researcher feels the necessity to analyze more deeply this phenomenon and attempt to explain how organizations, especially Banks, can improve employee's performance through implementation of proper knowledge management and a mediating role of organizational citizenship behavior.

1.2 Objectives

The core objectives of the study are –

- First to find out whether knowledge management influences organizational citizenship behavior in the banking sector of Bangladesh.
- To find out whether knowledge management influences employee performance.
- Whether, OCB has any significant positive effect on employee performance
- Finally, to determine whether OCB successfully mediates the relationship between Knowledge Management and Employee Performance.

2. Literature Review

Drawing on the knowledge-based view, and social exchange theory the study found that Exploitative Leadership (EL) has a negative impact on KM, including its processes, particularly on knowledge utilization. OCB has a considerable alleviating influence on EL, especially in terms of its impact on knowledge generation, according to the study (Abdul Mushin et al., 2021). Projects are seen as fundamental components for organizational success in the current complicated business environment. In fact, it emerges that the flow of project work and information inside an organization has a significant interaction. Through such interaction, the idea of effective knowledge management approaches for project management that are based on the principles of organizational citizenship behavior is developed (Cope III et al., 2017).

Organizational improvement and value generation, the knowledge management (KM) sector has recently gained a lot of attention (Alyoubi et al., 2018). In the 1990s, the shift from structured arrangements to a knowledge-based mindset in corporate structures resulted in the rise of KM. Organizations need to understand how to use, share, and create knowledge in order to survive in the competitive and international economy of today. Additionally, it must be emphasized that the advancement of communication and knowledge transfer technology has contributed to these challenges (Al Shraah et al., 2022). Knowledge sharing is described in the literature on knowledge management as a method of disseminating information and employing expertise to address pressing issues by devising novel solutions and putting into practice the necessary guidelines (Chan and Wang, 2018). Numerous scientific studies conducted focusing on exploring the connection between OCB and a variety of professional attributes like organizational commitment, employee engagement, job satisfaction etc. in different context as well (Arumi et al., 2019; Hermawan, 2020; Dubey, 2023).

Knowledge sharing behavior is positively influenced by OCB, and those with higher OCB levels are more likely to volunteer for the welfare of others (Raharso, & S., 2022). Considering the importance of information sharing in the current knowledge economy, managers should enhance knowledge sharing by creating a culture that promotes altruism, conscientiousness, and civic virtue in place of incentive pay. In addition, providing an environment of emotional support encourages knowledge exchange among individuals (Afshar Jalili et al., 2020). Organizational culture functions as glue that unites or attaches workers to the organization's framework to produce productive and creative work behavior (Khan et al., 2018). Knowledge sharing, when moderated by the OCB, has a favorable and significant impact on performance (Suherman et al., 2018; Suryana et al., 2019).

Managers and leaders show constructive and express an interest in the knowledge management that is fundamental for any organization's growth. Many experts believe that knowledge is a sustainable and effective way to obtain an advantage over competitors in the modern economic world (Azizi et al., 2016). Knowledge Management helps leaders to be expert in self-management and self-interaction thus they are able to make an effective impact on organizational performance (Donate & de Pablo, 2015). Both a mediating and moderating role between organizational culture and employee outcomes, which is crucial for the organization's success can be played by an ethical leader (Al Halbusi et al., 2021).

3. Hypotheses Development

3.1 KM and employee performance (EP)

Knowledge conversion (KC) is a process in which individuals with variety of information communicate and produce innovative knowledge that increases the quality and quantity of knowledge (Flores López et al., 2023). The main intention of KM implementation in organizations is to elevate and improve performance (Areed et al., 2020). The creation of explicit knowledge can be transmitted throughout the organization and transformed into tacit knowledge for individuals through knowledge conversion (Al Mulhim & A., 2020). To ensure the productive implementation of knowledge that is acquired from diverse sources needs to be transformed to organizational Knowledge (Lee et al., 2019).

Knowledge Transfer (KT) is characterized as an ongoing activity of information exchange between individuals, groups, and organizations using methods for knowledge exchange (Oyetunji et al., 2019). One of the most significant facilitators of KM techniques is knowledge sharing or knowledge transfer (Jahmani et al., 2018). KS significantly affects how well businesses perform (Farooq, 2018). KM techniques increase employee engagement and the enthusiasm of the organization's knowledge users (Joshi et al., 2014). When employee performance is excellent, which is stimulated by employee knowledge exchange, a business can do well in the market (Kinyua and G. M., 2015).

The focal point of KM is knowledge application (KA) because it creates knowledge more accurately that helps to make the firms value (Ode et al., 2020). The practice of employing knowledge involves applying it to real-world tasks and reaping its benefits. It's essential to turn this information into useful applications; simply storing it or participating in discussions is not enough. The knowledge size used in relation to what it stores determines whether an organization's KM program is successful (Shujahat et al., 2019). Knowledge management may help people learn new skills and become more engaged at work, which will improve both their own and the company's performance. If knowledge can be used to drive employee performance, excellent performance results will be obtained (Mantow et al., 2022). Using the research findings of (Mahmudi and Monavvar, 2016), (Sumarto et al., 2021). It says that knowledge management may influence how well employees perform over time, Considering the discussions above, the following hypotheses has been developed-

H1: Knowledge Conversion has a favorable on Employee Performance.

H2: Knowledge Transfer has a favorable on Employee Performance.

H3: Knowledge Application has a favorable on Employee Performance.

3.2 OCB and Employee Performance:

OCB is a person's contribution to going above and beyond the requirements of their job at work. This OCB includes a variety of actions, such as assisting others, volunteering for additional duties, and adhering to workplace standards and regulations (Buil et al., 2019; Yang et al., 2021). Performance could be improved by enhancing OCB behavior, as seen by more helpful behavior, volunteering, and involvement in organizational support activities (Yang et al., 2021). OCB-supported leadership will increase EP if superiors act appropriately (Jiang et al., 2017).

OCB significantly improves an organization's performance by, among other things, restructuring its resources, introducing new practices, and adopting new methods of working. (Ridwan et al., 2020). OCB has a positive impact on organizational, group, and individual performance. There is a positive impact of OCB on EP. Organizational, team, and individual performance are all benefited by OCB. It can help organizations succeed by boosting productivity and elevating employee performance (Hermanto et al., 2022). Therefore, the research hypothesizes that

H4: OCB has a positive relationship with Employee Performance.

3.3 OCB as a Mediator

Organizations utilize Organizational Citizenship Behavior (OCB) as a vital factor in driving organizational effectiveness, especially in adjusting to unforeseen and evolving circumstances (Kasa and Hassan, 2015). This study emphasizes the significant connection between KM and Employee Performance (EP) utilizing OCB. Within organizations, OCB is a crucial and necessary voluntary social behavior that aids leaders in accomplishing their objectives and supports their vision of enhancing organizational performance (Pio and

Lengkong, 2020). According to Elche et al. (2020), subordinates who exhibit high levels of OCB could provide support to positive leaders and assist in managing difficult situations in the workplace. Conversely, leaders who display negative, self-interested behavior in organizations might arouse criticism from subordinates (Schmid et al., 2019). As a result, subordinates may not engage in OCB that enhances KM processes, which can manifest as inability to guide their co-workers or comply with high standards of organizational success.

Previous research shows that OCB has a positive impact on Knowledge Management Practices (constance et al., 2019). OCB assist employees in overcoming uncertainty, shifting work environments, and resource shortages, all of which is needed for effective knowledge management. (Tian et al., 2020). In particular, Employees are more willing to take on additional duties or pick up new skills to adapt to changes in the workplace when they act with good sportsmanship (abid et al., 2021) When an organization has a high level of OCB, team members and different organizational units have a greater sense of employee morale, which facilitates effective knowledge management. (Mirabi & Maghsoodi Ganjeh, 2017). Competent organizations have established policies and procedures to facilitate the creation and sharing of new knowledge because they perceive the know-how of their employees as a sort of capital. (Anwar, 2017). Previous research has given much emphasis to OCB because of the enormous impact it has on work attitudes like job satisfaction, employee performance and other factors. According to research by Anwar (2017) conducted on IT firms, Dimensions of knowledge management are most closely associated with loyalty. (Cabrilo and Dahms, 2018). Employers always develop new strategies that attract staff and encourage a deeper commitment to the business. (Faeq et al., 2020). It has been demonstrated that a person's level of dedication to their organization has an impact on both their level of job satisfaction and the overall success of the business. (Anwar and Shukur, 2015). In previous researches its Cleary shows that OCB has impact on employee performance (Tian et al., 2020).

The voluntary act of Knowledge Transfer is a type of OCB that contributes to organizational competitive advantage. OCB partially mediates the relationship between Knowledge Sharing Behavior (KSB) and its antecedents (Shafi et al, 2020). In addition, OCB has a direct favourable noteworthy direct effect on the KSB within employees in the workplace (Ibrahim and Abdullahi, 2021). However, some researchers attempted to the examine the interceding effect of OCB between organizational identification and KSB and study full mediation OCB in their association (Zulfiqar and Khan, 2021). Thus, it is assumed that,

H5: OCB mediates the affiliation between KC and EP

H6: OCB mediates the affiliation between KT and EP

H7: OCB mediates the affiliation between KA and EP

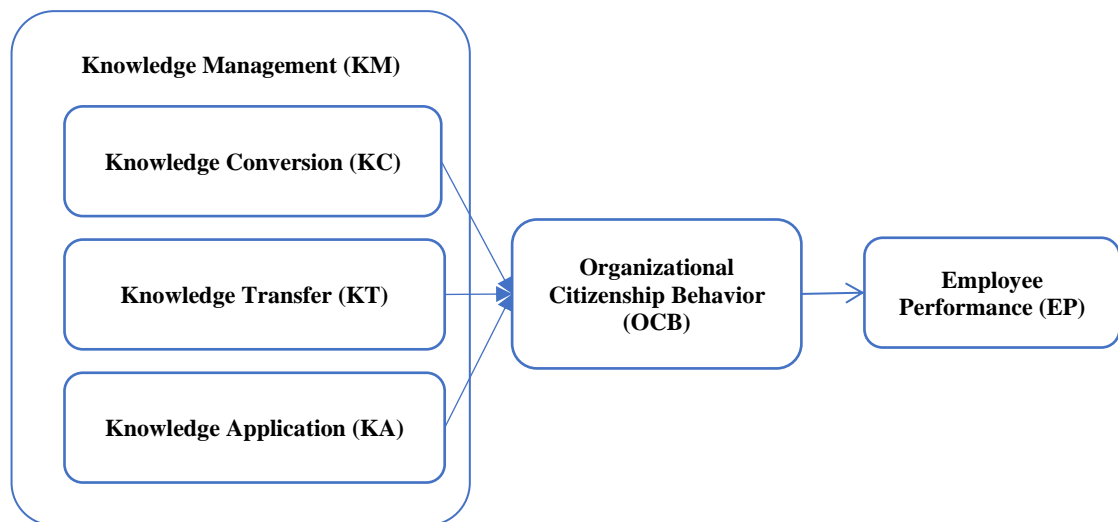


Figure 1: Framework of the Study

4. Methodology

4.1 Population and sampling

Private banks play a substantial role in the Economy of Bangladesh. These banks enhanced financial intermediation, increased credit availability, and boosted economic growth. They also established a variety of financial products and services for both individual and corporate clients. Private Banks in Dhaka facilitate the economy of Bangladesh through financial operations and stimulate economic growth in sectors such as ready-made garments, agriculture, and information technology. Despite obstacles, the

country has had consistent economic growth and attracts foreign investment (Akber and Dey, 2020). Encouraging OCB can result in a more devoted and motivated workforce, which can improve the overall efficacy and success of the banking institutions. Therefore, this study has chosen employees from private banks located in the Dhaka metropolitan area for this study. Dhaka was selected as the location for this study because it is the capital of Bangladesh and home to a large number of banks, making it a suitable representation for this study's purpose. Recent reports indicate that there are 43 private commercial banks located in Dhaka (Bangladesh Bank, 2023), Bangladesh. As of 2017, there were 175,027 employees related to direct banking activities worked in Bangladesh. But there isn't any accurate evidence found for 2022. The study used G*power determine a minimum sample size of 111 with an effect size of 0.30 for the study which is an acceptable tool to determine sample size for SEM analysis (Kang, 2021). However, this study has used purposive sampling technique due to lack of funding and selected employees from 16 branches from over ten reputed private commercial banks operating in Dhaka city. A purposive sample is one whose characteristics have been defined for a particular reason related to the goals of the investigation (Andrade, 2021).

In addition, as the study has a total of 21 items to measure five latent variables in this study, approximately 105-210 samples are recommended to conduct a SEM analysis (Hair et al., 2014). Previous studies showed that, approximate response rate in similar studies conducted in Dhaka city was between 50%-70% (Sultana and Johari, 2023). A Total of 220 questionnaires were shared with responded at a given timeframe of a week to fill it out and send through email using Google form. However, it has received total 131 questionnaires. So, the response rate was 62.72%. None of them were incomplete but seven questionnaires had been removed due to the inconsistent responses.

4.2 Questionnaire Design

A survey questionnaire has been created to collect the information's for this study. This questionnaire was designed based on previous research in the field of KM. This study reviewed various existing questionnaires on KM and decided to adapt one that was originally used for a PhD research project on KM practices in Kenya (Kinyua, 2015). Organization Citizenship behavior is used as a mediator in this study. OCB related measures were adapted from Mogotsi, I. C. (2010). The questionnaire they have created reflects the most crucial aspects of KM practices and mediating effect of OCB that they aim to investigate in this current study. The following **Table 1** shows the sources of items to measure the latent variables in the study that the researcher hopes to collect valuable information which will allow us to better understand the mediating effect of OCB on KM practices and how they impact Employee performance.

Table 1. Items and Sources

| Constructs | Statements (items) | Source |
|------------------------------|---|------------------------------|
| Knowledge Conversion | KC1: Degree of Customers Interaction | Godfrey Muigai Kinyua (2015) |
| | KC2: Sharing of information and experience through interaction with employees | |
| | KC3: Employees in your organization can express their thoughts | |
| | KC4: Bank policies and practices improves employee comprehension and translation of knowledge (explicit) into implementation (tacit knowledge) | |
| Knowledge Transfer | KT1: Degree of information identification in banking policy | Godfrey Muigai Kinyua (2015) |
| | KT2: Degree of information evaluation in the bank | |
| | KT3: There are open discussions | |
| | KT4: There is continuous capturing of information | |
| Knowledge Application | KA1: Bank executives have been at the forefront of KM acceptance and use | Godfrey Muigai Kinyua (2015) |
| | KA2: There are continuous improvements as a result of the KM application | |
| | KA3: There is a KM strategy in the bank | |
| | KA4: IT used in KM has supported worker's needs | |
| Employee Performance | EP1: Knowledge Management practice increases employee's skill and productivity | Godfrey Muigai Kinyua (2015) |
| | EP2: KM helps employees to provide faster service to both customers and organizations | |
| | EP3: KM saves employees valuable time and resources | |

| | | |
|---------------------|---|----------------|
| | EP4: KM ensures synergy | |
| | EP5: KM helps the employee to develop a career and improve job status with work efficiency | |
| Organization | OCB1: We try to share new thoughts and ideas | Mogotsi, I. C. |
| Citizenship | OCB2: try to help my colleagues any way I can | (2010). |
| behavior | OCB3: I make a lot of suggestions to improve the overall quality of the organization. | |
| | OCB4: colleagues don't take responsibility for their actions and decisions | |

In this study, the 5-point Likert Scale was used to scale and administer the questionnaire survey. It is the most common scale that allows respondents to express their level of agreement or disagreement with a statement.

5. Analysis and Findings

The study has categorized the sample respondents based on three demographic characteristics: Gender, Age, and Experience. Firstly, the data shows that 76 individuals (58%) in the sample population are male, while 55 individuals (42%) are female. This indicates that the sample population is slightly skewed towards males. Secondly, the majority of the sample population falls within the age range of 31-40 years, with 57 individuals (43%) A smaller number of individuals fall within the 41-50 age range (18 individuals, 14%) and 51-60 age range (5 individuals, 4%). Finally, the largest number of individuals (41, 31%) in the sample population has work experience ranging from 11-20 years (**Table 2**).

Table 2. Descriptive Statistics

| | | | | | | | |
|---------------|--------|----|-----|-------------------|-------|----|-----|
| Gender | Male | 76 | 58% | Experience | 0-5 | 27 | 21% |
| | Female | 55 | 42% | | 6-10 | 31 | 24% |
| Age | 21-30 | 51 | 39% | | 11-20 | 41 | 31% |
| | 31-40 | 57 | 44% | | 21-30 | 26 | 20% |
| | 41-50 | 18 | 14% | | 31-40 | 6 | 5% |
| | 51-60 | 5 | 4% | | | | |

The researcher has calculated the Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) as the indicators of the model's reliability and validity (Tirno et al, 2021; Hair et al., 2019). The study has used Smart PLS version 3.9 to conduct this analysis. SmartPLS is chosen for SEM analysis because of its user-friendly interface, which simplifies complex interactions between parameters and allows investigators to evaluate sophisticated models efficiently. Its graphical method enhances precise analysis, making it appropriate for both novice and advanced structural equation modeling users (Ali et al. 2016). Loadings having 0.708 indicates adequate convergent validity among the items of each construct. Cronbach's Alpha refers to the consistency of each underlying items of the variable's, with values greater than 0.700 implying good reliability. Composite Reliability measures the overall reliability of the constructs, with values greater than 0.700 indicating high reliability. The Average Variance Extracted (AVE) metric measures the amount of variance captured by the items in the variable, with values greater than 0.500 indicating good validity (Hair et al., 2019).

Table 3. Measurement Model

| Latent Variables | Items | Loadings | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|-------------------------|--------------|-----------------|-------------------------|------------------------------|---|
| Knowledge Conversion | KC1 | 0.859 | 0.887 | 0.922 | 0.747 |
| | KC2 | 0.847 | | | |
| | KC3 | 0.872 | | | |
| | KC4 | 0.879 | | | |
| Knowledge Transfer | KT1 | 0.887 | 0.859 | 0.904 | 0.703 |
| | KT2 | 0.818 | | | |
| | KT3 | 0.879 | | | |
| | KT4 | 0.764 | | | |
| Knowledge Application | KA1 | 0.903 | 0.889 | 0.922 | 0.746 |

| | | | | | |
|-----------------------------------|------|-------|-------|-------|-------|
| | KA2 | 0.844 | | | |
| | KA3 | 0.864 | | | |
| | KA4 | 0.844 | | | |
| Organization Citizenship behavior | OCB1 | 0.883 | 0.899 | 0.929 | 0.766 |
| | OCB2 | 0.874 | | | |
| | OCB3 | 0.869 | | | |
| | OCB4 | 0.876 | | | |
| Employee Performance | EP1 | 0.879 | 0.913 | 0.935 | 0.742 |
| | EP2 | 0.876 | | | |
| | EP3 | 0.87 | | | |
| | EP4 | 0.836 | | | |
| | EP5 | 0.845 | | | |

Based on the findings of the survey, all the loadings of each items have a value higher than 0.708 along with Cronbach's alpha and CR greater than the threshold 0.700. In addition, the AVE of each construct indicates that all of them has at least 50% of variance and reliable for further analysis (Table 3).

Table 4. Heterotrait-Monotrait ratio of correlations (HTMT)

| | KC | KT | KA | OCB | EP |
|-----|-------|-------|-------|-------|----|
| KC | | | | | |
| KT | 0.095 | | | | |
| KA | 0.087 | 0.306 | | | |
| OCB | 0.193 | 0.225 | 0.201 | | |
| EP | 0.514 | 0.272 | 0.058 | 0.561 | |

The Heterotrait-Monotrait ratio of correlations (HTMT) is a superior technique to verify discriminant validity based on Monte Carlo simulation (Hair, Ringle, and Sarste, 2019). The HTMT ratio was used to assess discriminant validity in this research, based on the survey analysis of this study (Table 4) all elements had an HTMT ratio less than the proposed benchmark of 0.85, as indicated by numerous studies for theoretically distinct constructs. (Hair, Risher, Sarstedt, & Ringle, 2018; Henseler, Ringle, & Sarste, 2019).

The bootstrapping technique was applied (**Table 5**) to assess the hypotheses and assumptions at a threshold of significance of 0.05 ($p=0.05$). In addition, the t statistics value should be higher than 1.96 to declare a relationship to be significant (Malhotra and Das, 2017).

Acting following the reliability and validity of the test a structural model was formulated considering the dimension of the study where KC, KA, KT, OCB were the independent variable and EP was the dependent variable. The three independent variables KC, KT, and KA under Knowledge Management have a direct positive effect on the dependent variable Employee Performance (EP). The t statistics show that KC, KT, KA of the study have a value of more than 1.96 which is the standard value to be declared a relationship significant enough (Benitez et al., 2020). P values show that these three variables (KC, KT, KA) have a value of less than .05 which is the standard value to be declared a relationship significant enough. The Beta values also show that all the constructs have a positive value that indicates a significant relationship and is declared to be supported except the relation between KT and EP where the study found a negative relationship exist between them (H1: $\beta = 0.390$, t-statistics- 5.354, $p=0.000$; H2: $\beta = -0.194$, t-statistics - 2.901, $p=0.002$; H3: $\beta = 0.186$, t-statistics 2.186 $p=0.014$). The study indicates that the relationship between OCB and Employee Performance is positive and significant with the value (H4: $\beta = 0.441$, t-statistics 5.423, $p=0.000$).

As specified by this study OCB positively mediates the relationship between KC and EP with the value of (H5: $\beta = 0.071$, t-statistics 1.656, $p= 0.049$). On the other hand, OCB negatively mediates the relationship of KT and KA with Employee Performance. Results indicates Beta value is negative, t statistics is less than 1.96, and the p-value is more than 0.05 which indicates an insignificant relationship and is declared to be not supported (H6: $\beta = -0.070$, t-statistics 1.637, $p= 0.051$); (H7: $\beta = -0.062$, t-statistics 1.288, $p= 0.099$). The following table shows the details below:

Table 5. Hypotheses Testing

| | Beta | Standard Error | t statistics | P Values | Results |
|-----------------|--------|----------------|--------------|----------|---------------|
| KA -> EP | 0.186 | 0.085 | 2.186 | 0.014 | Supported |
| KC -> EP | 0.390 | 0.073 | 5.354 | 0.000 | Supported |
| KT -> EP | -0.194 | 0.067 | 2.901 | 0.002 | Not Supported |
| OCB -> EP | 0.441 | 0.081 | 5.423 | 0.000 | Supported |
| KT -> OCB -> EP | -0.070 | 0.043 | 1.637 | 0.051 | Not Supported |
| KC -> OCB -> EP | 0.071 | 0.043 | 1.656 | 0.049 | Supported |
| KA -> OCB -> EP | -0.062 | 0.048 | 1.288 | 0.099 | Not Supported |

6. Discussions

The key motive of the study was to find and verify the direction of the relationship between knowledge management and the employee performance. In addition, to explain the mediation of OCB between KM and EP. Primarily, the study had separated the functions of KM into three categories and examined the underlying interaction among these categories with EP. On top of that, this study had analyzed the interaction between OCB and EP along with its interceding impact between the relation of KM and EP.

Initially the research had seven hypotheses where it assumed that all the relationships have a significant favorable effect. Many prior literatures also provided similar insights. Alyoubi et al. (2018) found that KM provides extensive motivations and job satisfaction among employees which in return leads to employee performance. Ridwan et al. (2020) examined the effect of OCB along with organizational support and commitment on employee performance. They also reached on a positive conclusion. Different researchers tried to explain the mediating effect of OCB on employee performance using different exogenous variables. This study found a gap that no one have examined the mediating effect of OCB between KM and EP. Though, most of the researchers found positive interaction between different dimensions of KM with EP. But this study suggested that knowledge transfer negatively affects the employee performance. This study had discussed some employees working in different private banks in the metropolitan. Some of them provided an interesting insight against this astonishing result. They concluded that, sometimes the supervisors indirectly force them to share their knowledge and expertise to fellow employees but there is no institutional reward system integrated with KSB among employees.

Atatsi et al. (2019) examined the effect of OCB on perceived employee performance in multiple contexts in Africa. They found contextual differences in results which tangled their insights on the relationship of OCB and EP. The analysis of this research has found a straight forward influence of OCB on EP which complies prior researches conducted by several authors in multiple contexts (Ridwan et al., 2020; Qalati et al., 2022)

This research had assumed that OCB has significant positive interceding relationship between KM and EP, but the result of this study suggested otherwise. Though OCB has a positive effect on EP and also successfully facilitates the relation between KC and EP but failed to intercede the interaction between KA and KT with EP. This reseal partially contradicts the some of the prior researches where OCB successfully mediates knowledge sharing behavior of employees with their perceived performance (Sa'adah and Rijanti, 2022). Several studies also examined the mediating effect of OCB on EP using other exogenous variables. In some cases, OCB found to have the capacity to mediate the relationship, some cases failed (Kristian and Ferijani, 2020; Kadarningsih 2020). Our understandings suggest that OCB has limited ability to make any impact on knowledge transfer process in the context of banking sector in Bangladesh.

7. Limitations and Scope of the Study

This study focused on private banks in Bangladesh, and respondents came from a variety of backgrounds and cultures. This study, however, did not address cultural or demographic issues. This is a limitation of the study, as is the study's failure to consider other relevant factors that impede KM practices. This opens up new avenues for research, such as investigating knowledge transfer from a cultural standpoint or investigating failed attempts to implement knowledge sharing in an OCB culture in the workplace. In addition, the study might be able to provide new dimension to explore on other industries than the financial one. Further studies can be conducted on public banks in Bangladesh as well.

This study has the potentiality to be used by business world practitioners to establish knowledge sharing culture within the workplace which will boost the performance hence, profitability of the organization. Managers might get benefit from this study in their decision to establish an OCB culture to boost knowledge sharing behavior.

7. Theoretical and Practical Implication of the Study

The outcomes of this research added a new dimension to the body of knowledge management literature by emphasizing the complex interactions between many elements of KM and how these linkages affect worker performance through OCB. The study also highlights the need for a more thorough theoretical framework that takes demographic and cultural variables into account, creating opportunities for further research to provide a more contextually sound understanding of how knowledge management affects organizational outcomes.

The findings of the research have important ramifications for businesses looking to improve employee performance through efficient knowledge management. It emphasizes how crucial it is to strategically place an emphasis on information transfer in addition to knowledge application and conversion. Acknowledging the positive effects of these functions on employee productivity as well as the regulating role played by OCB, companies can adjust their approaches to create a high-performance work system (HPWS) that motivates workers to apply their knowledge to take meaningful action.

Conclusion

The goal of the investigation was to determine how organizational citizenship behavior (OCB) affects employee performance (EP), with knowledge management (KM) practices acting as an exogenous variable. Due to high voluntary and involuntary turnover rates, the banking industry has faced challenges in retaining knowledge. The study discovered that developing a culture of knowledge sharing within an OCB framework is critical. The study found that KM practices such as knowledge acquisition (KA), knowledge transfer (KT), and OCB have a direct and favorable on EP.

Except for KT and EP, all constructs have positive associations, indicating supported correlations. Employee Performance and OCB have a favorable and significant link. OCB mediates positively between KC and EP, but no association was found between KT and KA with EP. This suggests that, whereas OCB strengthens the KC-EP relationship, it deteriorates the KT-EP and KA-EP relationships. The findings point to intricate interactions between the constructs in determining Employee Performance in the setting of the study.

Furthermore, the intermediary impact of OCB between KC and EP was found to be statistically significant. Though KC has positive immediate effect on EP, OCB strengthens this relation when it intervenes between them. Furthermore, when OCB intervenes in their relationship with EP, the other two KM practices, KT and KA, have no significant effect.

This research will help future researchers by providing an in-depth analysis of KM practices and OCB, particularly in private banks in Bangladesh. This paper will enable them to conduct additional research on various dimensions within various cultures and industries.

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