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Impact of Knowledge Management on Employee Performance. Mediating Role of Self-Efficacy

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Abstract

Knowledge management (KM), has become essential in the fiercely competitive, unpredictable, and quickly evolving corporate world of today. This study aims to quantify the impact of knowledge management processes (i.e., knowledge creation, knowledge application, and knowledge acquisition) and investigate how they improve employee performance. The study used structural equation modeling (SEM) and partial least squares (PLS) to test the hypothesis experimentally. The data acquired from employee IT and Telecoonucation in Rawalpindi and Islamabad surveys are analyzed. The results indicate that knowledge management (KM) methods and techniques have a noteworthy and favorable effect on employee performance. Employee performance is significantly impacted by knowledge creation, application, codification, and personalization strategies; employee performance is also significantly impacted by knowledge acquisition, application, and creation. The study's results indicate that work-related performance may be influenced by the self-efficacy hypothesis, particularly in terms of motivating various employee-related aspects and achieving corporate goals. The researchers aim to evaluate how self-efficacy impacts individual performance at work and the mechanisms through which self-efficacy affects motivation and performance. Therefore, understanding the practical applications of these findings is essential for inspiring employees and enhancing their performance.

Keywords: *Knowledge Management, Employee Performance, Self-Efficacy.*

INTRODUCTION

In the era of globalization and rapid technological transformation, knowledge has become the cornerstone of organizational success. Organizations today operate in volatile, uncertain, complex, and ambiguous (VUCA) environments, making it imperative to harness knowledge as a strategic resource (Dhir & Dhir, 2018). The capacity to generate, disseminate, and effectively utilize knowledge determines not

only an organization's adaptability but also its sustained competitive advantage (Alavi & Leidner, 2001; Wiig, 1997). In this context, Knowledge Management (KM) has emerged as a multidimensional process aimed at optimizing the use of knowledge resources to drive innovation, enhance decision-making, and boost organizational performance (Cabrilo & Dahms, 2018; Al Ahbabi et al., 2019).

KM comprises various subprocesses, including knowledge acquisition, knowledge creation, and knowledge application**,** all of which contribute to organizational learning and capability development. Studies have shown that organizations that actively invest in knowledge infrastructure and systems report higher levels of employee engagement, innovation, and performance outcomes (Harb et al., 2023; Alyoubi et al., 2018). However, the successful implementation of KM is not solely dependent on systems or processes. It heavily relies on human factors—particularly employees' confidence in their capabilities, motivation, and willingness to apply and share knowledge in their daily work activities.

This brings into focus the critical role of self-efficacy, a psychological construct introduced by Bandura (1997), defined as the belief in one's ability to organize and execute the courses of action required to manage prospective situations. In the organizational context, self-efficacy influences how employees perceive challenges, approach complex tasks, and persist in the face of setbacks (Carter et al., 2018; Shang et al., 2023). High self-efficacy not only empowers individuals to apply knowledge effectively but also fosters a culture of continuous improvement, collaboration, and performance excellence (Soomro et al., 2023; Wang et al., 2021).

Notably, the IT and telecommunications sectors in developing countries like Pakistan are marked by high skill turnover, rapid digital change, and intense market competition. These conditions necessitate robust KM frameworks and psychologically resilient employees who can absorb, adapt, and act on organizational knowledge. Employees in such environments are not only knowledge workers but also key agents of organizational transformation. As previous research suggests, knowledge retention, employee development, and performance outcomes are closely linked to how well organizations manage the tacit and explicit knowledge of their workforce (Yang, 2004; Kim & Lee, 2013).

Despite increasing recognition of KM's importance, there remains a gap in understanding the mechanisms through which KM practices translate into employee performance**.** Specifically, the mediating role of self-efficacy in this relationship has been underexplored. Some scholars argue that without sufficient self-efficacy, employees may hoard knowledge, avoid collaborative tasks, or disengage from performance-enhancing behaviors (Kelloway & Barling, 2000; Shamim et al., 2019). Others suggest that fostering self-efficacy may be the missing link in realizing the full potential of KM initiatives (Lee et al., 2022; Li, 2020).

To bridge this gap, the present study investigates the mediating effect of self-efficacy in the relationship between KM practices (knowledge acquisition, creation, and

application) and employee performance. It is hypothesized that KM influences employee performance not only directly but also indirectly by shaping employees' self-beliefs and behavioral intentions. This study applies a structural equation modeling (SEM) approach to empirically validate these relationships using data from the IT and telecom sectors of Rawalpindi and Islamabad, Pakistan.

This research makes several contributions. First, it advances KM literature by providing empirical evidence on how specific KM processes affect performance outcomes. Second, it highlights self-efficacy as a key mediating variable in organizational behavior, with implications for HR development and performance management. Third, it provides practical insights for managers in knowledge-intensive industries who seek to enhance productivity and reduce employee turnover by developing a high-efficacy workforce.

In sum, the integration of KM and self-efficacy offers a holistic view of how knowledge assets are translated into tangible employee outcomes. By addressing the psychological underpinnings of knowledge application and sharing, this study provides a fresh perspective on designing more effective KM strategies that are aligned with human resource capabilities and organizational goals.

LITERATURE REVIEW

2.1 Knowledge Management

Knowledge Management (KM) has emerged as a strategic organizational capability critical for achieving competitive advantage and long-term sustainability. It involves the systematic processes of knowledge creation, acquisition, sharing, storage, and application to improve individual and organizational outcomes (Dalkir, 2005; Anshari & Hamdan, 2022). KM enables employees to access the right information at the right time, fostering innovation, efficiency, and informed decision-making (Zargar & Rezaee, 2013).

According to Al Ahbabi et al. (2019), effective KM practices increase organizational adaptability, allowing firms to respond proactively to environmental changes. Key KM processes include:

- **Knowledge Creation:** The development of new insights, ideas, or routines, often achieved through collaboration and experimentation (Chang & Lin, 2015).
- **Knowledge Acquisition:** The process of gaining knowledge from internal and external sources to fill identified knowledge gaps (Harb et al., 2023).
- **Knowledge Application:** Using knowledge in practical settings to solve problems, enhance decision-making, and improve efficiency (Al Ahbabi et al., 2019).

KM also plays a central role in transforming individual tacit knowledge into organizational knowledge, thereby preserving intellectual capital and reducing the risks associated with employee turnover (Shamim et al., 2019; Kim & Lee, 2013).

H1: Knowledge creation has a positive and significant impact on employee performance.

H2: Knowledge creation has a positive and significant impact on self-efficacy

H3: Knowledge application has a positive and significant impact on employee performance.

H4: Knowledge application has a positive and significant impact on self-efficacy

H4: Knowledge acquisition has a positive and significant impact on employee performance

H6: Knowledge acquisition has a positive and significant impact on self-efficacy

2.2 Employee Performance

Employee performance is a vital measure of organizational success and sustainability. It refers to the extent to which employees fulfill their job responsibilities effectively and efficiently (Rivai, 2004; Jin & McDonald, 2017). High-performing employees contribute positively to innovation, customer satisfaction, and profitability (Bhatti et al., 2021). Performance is influenced by factors such as skill level, motivation, organizational support, and workplace environment (Campbell et al., 1993; Na-Nan et al., 2018).

Performance assessment often considers dimensions such as work quality, quantity, punctuality, teamwork, and adherence to organizational goals (Mensah, 2015). KM facilitates performance improvement by enabling knowledge sharing, fostering collaboration, and supporting continuous learning and development (Zargar & Rezaee, 2013).

H7: Self-efficacy has a positive and significant impact on employee performance

2.3 Self-Efficacy

Self-efficacy, as introduced by Bandura (1977), is the belief in one's capacity to organize and execute actions required to manage prospective situations. It influences motivation, perseverance, and resilience in the face of challenges (Bandura & Locke, 2003). Employees with high self-efficacy are more likely to engage in proactive behaviors, share knowledge, and adapt to new technologies (Wang et al., 2021).

Self-efficacy has been positively linked to improved job performance, particularly in complex and dynamic work environments (Soomro et al., 2023; Prayag & Dissanayake, 2022). It acts as a motivational force, influencing employees' willingness to apply acquired knowledge in problem-solving and innovation (Carter et al., 2018).

According to Endres et al. (2007), self-efficacy mediates the relationship between contextual factors (e.g., KM initiatives) and behavioral outcomes (e.g., knowledge sharing, job performance). Employees who believe in their capabilities are more likely to utilize KM systems and translate knowledge into actionable performance improvements.

H8: Self-Efficacy mediates the relationship between knowledge creation and and employee performance

H9: Self-efficacy mediated the relationship between KAC and EP

H10: Self-efficacy mediates the relationship between KC AND EP.

2.4 Theoretical Foundation: Self-Efficacy Theory

This study is grounded in Bandura's (1986) Self-Efficacy Theory, which asserts that individuals' beliefs in their abilities influence their behavior and performance outcomes. Self-efficacy affects how people think, feel, and act, making it a key psychological mechanism in knowledge application and employee productivity.

Bandura's theory emphasizes four sources of self-efficacy: mastery experiences, vicarious experiences, verbal persuasion, and physiological states. These components collectively influence an individual's confidence in task execution, which is critical for knowledge utilization and performance in the workplace (Wood & Bandura, 1989).

2.5 Interrelationships among KM, Self-Efficacy, and Employee Performance

Extant literature supports a positive relationship between KM and employee performance (Feiz et al., 2019; Hasani & Sheikhesmaeili, 2016). KM processes enhance employees' access to relevant knowledge, improving decision-making and problem-solving capabilities.

Furthermore, KM practices positively impact self-efficacy by providing employees with the tools, resources, and learning opportunities necessary for competence development (Al Ahbabi et al., 2019). In turn, higher self-efficacy levels promote greater initiative, resilience, and task commitment, leading to enhanced performance (Shang et al., 2023).

The mediating role of self-efficacy is particularly significant, as it helps explain the mechanism through which KM practices translate into tangible performance outcomes. Studies by Dissanayake et al. (2022) and Bandura & Locke (2003) confirm that self-efficacy partially mediates the effects of organizational inputs (e.g., training, knowledge access) on performance outputs.

2.5 Research Framework

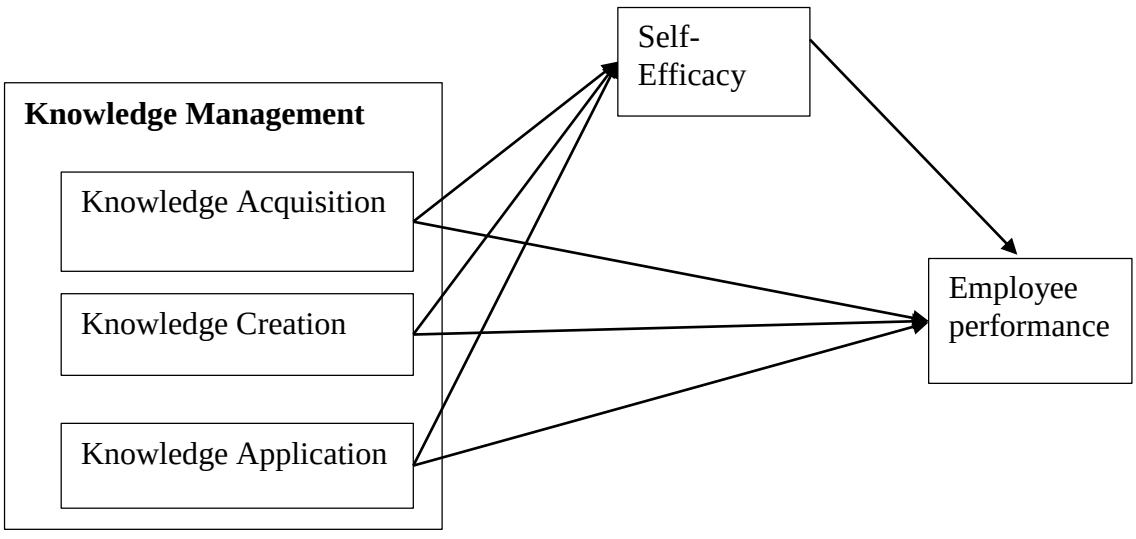

Figure 2.1: Conceptual framework

3. Research Methodology

3.1 Research Design

This section explore several method that used in collecting data and analysis data that are related to this current study. A research onion strucher is used in this study. In the realm of Pakistan's IT and telecom sector, a study has trialed a conceptual framework aiming to gauge the influence of knowledge management on employee performance, with self-efficacy acting as a mediator. This segment delves into the methodologies employed for data collection and analysis pertinent to the research. Employing a research onion structure, various techniques were utilized to gather and scrutinize data in connection with the study.

3.2 Research Philosophy

The research methodology employed in this study adopts a deductive approach, focusing on the shaping of employee performance through the implementation of knowledge management. Employing a quantitative method, a structured questionnaire based on reliability is utilized to gather data. The study's primary aim is to explore the interplay between knowledge management, self-efficacy, and employee performance. Data collection is conducted among employees of information technology organizations operating in Rawalpindi and Islamabad. from these cities were easy to access by using Google the researcher will use the positivism philosophy.

3.3 Research Approach

This study includes a deductive approach which involves taking information from two or more statements and drawing logical conclusions. In addition, the deductive method moves from a general to a specific conclusion. There is the base of the deductive approach in the observation made using the data, construction of theory, and formulation of hypothesis.

3.4 Research Strategy

The detailed plan and instructions for doing the study are included in the research study. In this study Survey research design is used. The survey technique included a questionnaire to gather information about the activities, circumstances, and people's perspectives. The objective of this study was to collect data, analyze that data, and draw a conclusion from the collected data.

3.5 Research Methods

This study's research is quantitative and has a strong emphasis on statistics, surveys, and questionnaires the precise statistics and information in survey and questionnaire form. This information is used in this study. For this investigation, the questioner's instrument is used. The technique is quantitative, and the major data source is used. Surveys and questionnaires will be used to gather direct data mono-method will be used in this current study.

3.6 Unit of Analysis

Primary data was collected from employees of the IT and telecom sectors. The population is delimited to twin cities, Rawalpindi and Islamabad.

3.7 Research Nature

The nature of the research is causal. It describes the cause-and-effect relationship between knowledge management, and employee performance mediating the role of self-efficacy

3.8 Data Collection and Method

There are 3 variables in the research. The first variable is the Independent Variable which is Knowledge Management. The dependent variable is Employee performance. The mediating role of Self-Efficacy. The data obtained is quantitative having Primary data, the source is personal forms filled by and telecom sector. The survey has been conducted and Data has been collected through IT, by going into the field with the data from each manager. Primary data is collected through five Likert scale questionnaires. The questionnaires are a significant tool for data collection like the perception of respondents. It is an extensively used tool for data collection by scholars of social sciences. The primary data collected from IT and telecom employee 360 sample sizes will be the focus. The key data used in this investigation. The questionnaire used a Likert scale of 1-5 where a scale of 1 strongly disagrees, 2 disagree, 3 quite agree, 4 agree, and 5 strongly agree

3.9 Research Tools and Instruments

An Adopted structured questionnaire has been utilized as a data collection tool to gauge the respondent of the variable of interest. The data were gathered in a variety of ways. Because the current study is quantitative, a structured questionnaire with a 5-point Likert scale was employed to collect the data. The validated questionnaire was used in the current investigation to obtain primary data. Data collection in this study was conducted using a questionnaire.

3.10 Sample of the Study

Several elements from the population are known as sample size. This study deals with a 360 sample size based on the item-to-sample ratio as suggested by Schwab (1980). As the number of items is 36, the per-item ratio is 10 then 36*10=360

Suitable sample size is critical in research. Without an adequate sample size, data acquired may be unreliable, and results may not be generalizable. The current study sample included 360 employees from Pakistan's IT and telecom sectors.

3.11 Data Analysis

The statistical analysis in this study was performed using SPSS 16.0. Was used to perform descriptive statistics. SmartPLS4 was chosen to investigate the mediation effect for the meditator model analysis.

4. Result and Discussion

This study used static reliability testing, descriptive statistics, correlation analysis, and regression analysis to examine the data. These methods were utilized to determine the outcomes in this section. Specifically, this type of data analysis was used to assess

the impact of knowledge management (KM) on employee performance (EP), with a focus on the mediating role of self-efficacy (SE).

4.1 Demographic Analysis

The term "demographic analysis" refers to the study of respondents' characteristics. This analysis includes the percentage of respondents possessing specific desired traits, offering detailed insights into the respondent group's profile and distribution. One key advantage of demographic analysis is that it enables researchers to understand the respondent profile comprehensively. If the study is conducted again, it can target a different type or percentage of respondents. In this particular study, the demographic analysis focused on age, gender, experience, and qualifications, as detailed in the accompanying table. The individuals recruited for this research are employed in Pakistan's telecommunication and IT sectors.

Table 4.1: Demographic Analysis

Demographic	Category	Frequency	Percentage
Age	Above 18	25	6.9%
	19–29	189	52%
	30–39	115	31.9%
	40–49	27	7.5%
	50–59	4	1.1%
	Above 60	–	–
Gender	Male	263	73.1%
	Female	97	26.9%
Qualification	Graduate	57	15.8%
	Post Graduate	249	69.2%
	PhD	54	15.0%
Experience	0–5 years	5	1.4%
	6–10 years	218	60%
	11–15 years	18	5%
	Above 15 years	119	33.1%

Table 4.1 presents data from 360 respondents. Among them, 25 (6.9%) were above 18 years old, while the majority, 189 (52%), fell in the 19-29 age group. Additionally, 115 (31.9%) were aged 30-39, 27 (7.5%) were 40-49, and 4 (1.1%) were 50-59. Notably, the largest proportion (52%) belonged to the 19-29 age group. The sample comprised 73.1% (263) male participants and 29.9% (97) female participants. Regarding education, 15.8% were graduates, 69.2% were postgraduates, and 15.0% held PhDs. The majority (60%) had 6-10 years of experience, followed by 33.1% with over 15 years, 5% with 11-15 years, and 1.4% with 0-5 years. Regarding designation, 3.9% were top-level managers, 43.9% were middle-level managers, and 52.2% were entry-level managers.

4.2 Measurement Model

As recommended by Nunnally and Bernstein (1994), this study first examined each Cronbach's alpha (Cα) coefficient, which varied from 0.87 to 0.93 (>0.7), to verify the measurement's reliability. The convergent and discriminant validity of the total measurement model was then tested using CFA in this investigation. The requirements for discriminant and convergent validity are addressed by the measuring model. It also explains the average variance recovered for each component and composite reliability. We evaluate convergent validity according to Hair et al. (2006)'s recommendation. Because (1) all factor loadings are greater than 0.6 ($p < 0.001$), (2) CR values surpass 0.7, and (3) AVE values are above 0.5, the data guarantees the convergent validity criterion. Assessing discriminant validity using scales that compare the square root of the AVE with the correlations between the latent components is known as discriminant validity. Each variable's square root in the AVE (diagonal elements in bold) has a larger correlation than the other constructs' correlations. As a consequence, the outcome has validated the measures' discriminant validity and the constructs' reliability. The model suited the data since the measurement model was good. Modeling structure and results. Proposal hypotheses were tested in this study using a structural equation model (SEM) with maximum likelihood estimation processes.

4.2.1Reliability Measurements

An indicator of internal consistency is reliability. Cronbach's alpha is the most widely used dependability metric (Cronbach, 1951). A high coefficient alpha value denotes good dependability. The range of the coefficient alpha is 0 to 1. A reliability criterion of 0.70 is considered adequate (Nunnally and Bernstein, 1994). Strong dependability is shown by the outcomes for each of the constructions.

4.2.2 Cronbach Alpha

Cronbach’s alpha, a statistical measure, evaluates the internal consistency and reliability of a scale or questionnaire by assessing how consistently it measures the same underlying construct across its items. It quantifies the degree of correlation among the items on a scale, typically ranging from 0 to 1. Values below 0.6 are often indicative of poor internal consistency and reliability. Construct reliability testing. The third criterion for assessing convergent validity involves evaluating the consistency of the indicators used in a study. Composite reliability, a measure of internal consistency, is utilized for this purpose. A composite reliability criterion value of 0.70 or higher is considered acceptable. In the provided table, the composite values meet this criterion. In the table, Cronbach’s alpha values for knowledge creation, acquisition, and application are 0.762, 0.840, 0.803, 0.742, and 0.858, respectively. All these values fall within the acceptable range of 0 to 1, indicating good internal consistency and reliability.

4.2.3 Validity

After fulfilling the required criteria next step is to ensure validity. The study models proposed relationships were examined by computing correlation coefficients, as

presented in the table using SPLS. It is performed to measure the direction and strength of different variables.

4.2.3.1 Convergent validity

Numerous correlations between the indicators of the same conceptual idea are evidence of convergence validity (Hair jr et al., 2013). Convergent validity includes factor loading, average variance extracted (AVE), and composite reliability (CR). The reflection of the indicator's contribution to each construct is explained by factor loading. Additionally, AVE is the sum of the squares of the standardized factor loading to show how much variance in each item is explained by the latent construct. Moreover, AVE is the average proportion of variation in a construct that can be explained by its measurement items. The AVE must be at least 0.50 to be considered standard. The initial step in convergent validity analysis is to determine whether all indicators significantly load a given component. The table explains the factor loading of all items that are loaded on the corresponding constructs with a P-value of less than 0.05.

4.2.3.2 Factor Loading

The factor loading of observed variable indicators) on their corresponding latent factor in a structural model SEM) are referred to as outer loadings in the context of smart PLS. these loadings represent the intensity and direction of the link between the observable and the models latent factors. The magnitude of outer loading, like factor loading in factor analysis, shows the strength of the association between the observed and the latent element.

The direction of the link between the observed variable and the latent variable is indicated by the sign (positive and negative) of the outer loading. Positive loadings indicate that there is a positive association, even though negative loadings indicate that there is a negative relationship. The measurement model should be used to interpret the outside loadings. It has significance to determine whether the loadings fit the theoretical expectations and whether they contribute meaningfully to the measurement of the latent components.

The significance of outer loadings can also be determined by taking into consideration their contribution to the overall goodness-of-fit of the model. The connection's significance, and the observable variable's theoretical relevance. Outer loading interpretation should be done with other model evaluation criteria such as composite reliability, average variance extracted AVE), and model fit index.

In SmartsPLS, these indicators give a full assessment of the measurement model's validity and the correlation between latent factors and observed variables. The correlation between factor and the variable is referred to as factor loading. The variance on that specific factor that is explained by the variable is displayed via factor loading. A factor loading of 0.7 or higher according to the approach, suggests that the factor reduces enough variation from the variable. Maximum likelihood or estimated

least squares regression factor loadings. As a result, an original hypothesis involving fresh factor loadings could produce a more informative AVE index.

Table 4.2: Reliabilty and Validity

Variable	No. of Items	Cronbach Alpha	Composite Reliability (CR)	Item Code	Factor Loading
KC	4	0.742	0.838	KC1	0.726
				KC2	0.853
				KC3	0.729
				KC4	0.689
KAQ	5	0.805	0.872	KAQ1	0.801
				KAQ2	0.791
				KAQ3	0.813
				KAQ4	0.771
KA	5	0.840	0.893	KA1	0.837
				KA2	0.832
				KA3	0.835
				KA4	0.783
SE	8	0.858	0.889	SE1	0.714
				SE2	0.687
				SE3	0.717
				SE4	0.714
				SE5	0.671
				SE6	0.694
				SE7	0.747
				SE8	0.721
EP	5	0.762	0.863	EP1	0.838
				EP2	0.856
				EP3	0.772

4.3 Discriminant Validity

The discriminant validity of a construct measures how truly different it is from other constructs. The degree to which related constructs have different values is known as discriminant validity. When correlations between the constructs are more than 0.85, the discriminant validity is compromised (Cooper et al., 2006; Rasli, 2006). The discriminant validity of a construct measures how truly different it is from other constructs.

4.3.1 Heterotrait-Monotrait (HTMT)

In structural equation modeling (SEM), the Heterotrait-Monotrait (HTMT) ratio is a measure used to determine discriminant validity. The HTMT ratio compares construct-to-construct correlations to the average variance extracted (AVE) for each

construct (monotrait correlation). This measure helps determine whether constructs are distinct from one another or if they are measuring the same underlying concepts.

To calculate the HTMT ratio, divide the heterotrait correlation by the square root of the product of the related AVE values. The resulting HTMT ratio ranges from 0 to 1. A value of 0 indicates perfect discriminant validity, meaning the constructs are distinct. Conversely, a value of 1 implies total overlap or a lack of discriminant validity, suggesting the constructs measure the same underlying concept.

The HTMT level is frequently compared to a threshold of 0.85. If the HTMT ratio is less than 0.85, it indicates that the constructs are sufficiently diverse, demonstrating excellent discriminant validity. However, if the HTMT ratio exceeds 0.85, it signals potential discriminant validity concerns, implying that the constructs are not sufficiently distinct.

Table 4.3: Heterotrait-Monotrait HTMT

	EP	KA	KAQ	SC	SE
EP					
KA	**0.767**				
KAQ	**0.804**	**0.803**			
KC	**0.419**	**0.396**	**0.359**		
SE	**0.839**	**0.824**	**0.810**	**0.500**	

4.3.2 Fornell-Larcker Criterion

In the Fornell-Larcker criterion, discriminant validity is established when a latent construct's square root of average variance extracted (AVE) is greater than its latent inter-construct correlation with any other latent variable in the model. The diagonal elements of the Fornell-Larcker table represent the square root of the AVE for each construct. The AVE measures how much variance a construct captures, typically calculated as the average of the squared loadings of the indicators associated with that construct. A higher AVE score indicates better construct validity, as it explains more variation in its indicators. The off-diagonal elements in the table represent the correlations between constructs.

To demonstrate discriminant validity, these off-diagonal correlations should ideally be less than the AVE values of the constructs they connect. If the off-diagonal correlations exceed the corresponding AVE values, it suggests that the constructs are not sufficiently distinct and may be measuring the same underlying concepts.

For example, the AVE of the EP construct is 0.823, meaning that its indicators account for about 82.3% of the variance in the construct. Higher AVE values indicate a higher level of measurement quality. The AVE value for the KA construct is 0.619, suggesting that its indicators explain around 61.9% of its variance. The KAQ construct has an AVE value of 0.635, indicating that its indicators explain approximately 63.5% of the variance. The KC construct has an AVE value of 0.330, indicating that its indicators explain 33% of the variance. Lastly, the AVE value for the SE construct is 0.686, with its indicators explaining around 68.6% of the variance.

It is crucial to compare the off-diagonal correlations with their corresponding AVE values. If the off-diagonal correlations for each construct are less than their respective AVE values, it indicates that the constructs have discriminant validity and are assessing distinct underlying concepts.

Table 4.4: Fornell Larcker

	EP	KA	KAQ	KC	SE
EP	**0.823**				
KA	**0.619**	**0.822**			
KAQ	**0.635**	**0.664**	**0.794**		
KC	**0.330**	**0.314**	**0.282**	**0.752**	
SE	**0.686**	**0.699**	**0.677**	**0.409**	**0.709**

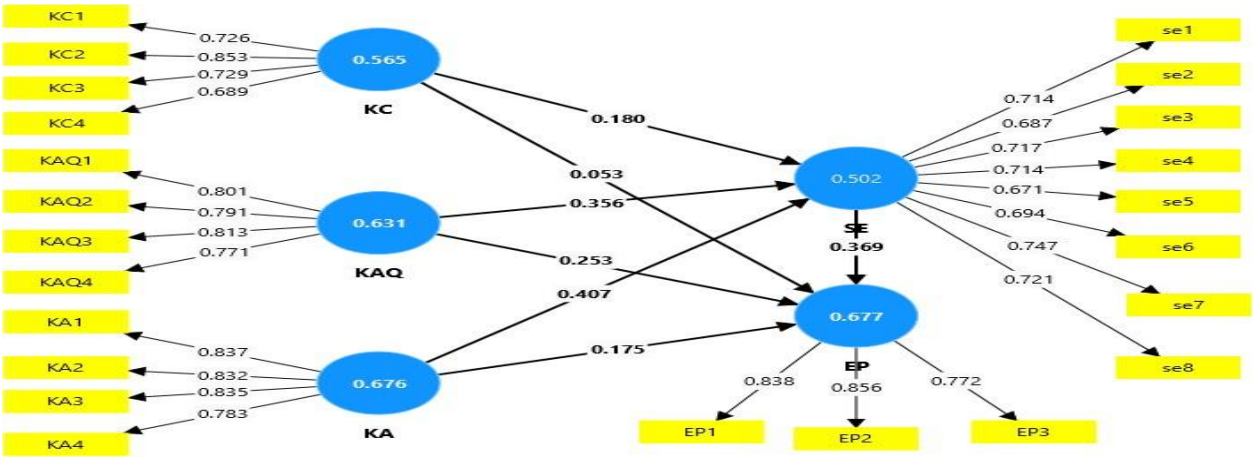

Figure 4.1 Measurement Model

4.4 STRUCATURAL MODEL

4.4.1 Collinearity statists

Table 4.5 presents the Variance Inflation Factor (VIF) values for constructs used in the inner model of a structural equation modeling (SEM) analysis. VIF is a key diagnostic tool used to detect multicollinearity—a condition where predictor variables are highly correlated, which can distort the results of regression analysis.

Table 4.5 collinearity statistics (VIF)

Inner model list	VIF
KA—EP	2.256
KAQ—EP	2.124
KC—EP	1.204
KC—SE	1.000
SE—EP	2.494

5.5.3 R-Square

Table 4.6 presents the R-Square and Adjusted R-Square values for the dependent variables Employee Performance (EP) and Self-Efficacy (SE). The R-Square value for EP is 0.539, indicating that approximately 53.9% of the variance in employee

performance is explained by the independent variables, including knowledge management components and self-efficacy. This suggests a moderate level of explanatory power. Similarly, the R-Square value for SE is 0.600, meaning that 60.0% of the variance in self-efficacy is accounted for by the predictors, reflecting a moderately strong explanatory capacity. The Adjusted R-Square values, 0.534 for EP and 0.597 for SE, are slightly lower but very close to their respective R-Square values, which implies that the model is well-fitted and the inclusion of the predictors is justified.

Table 4.6 R-Square

	R-Square	**Adjusted R-Square**
EP	0.539	0.534
SE	0.600	0.597

4.6 Path Coefficient

If each independent variable and the dependent variable have a positive and negative correlation, you can know by looking at the sign of a linear regression coefficient. A positive coefficient mean that as the value of the independent variable rises, the dependent variable means tends to rise as well. The dependent variable tend to decrease as the independent variable rises, which is shown by a model variable held constant, a one-unit change in the independent variable as an impact on the mean of the dependent variable. The property of holding the other variable constant allows one the assess the effect of one variable independently of the other. The parameters of the actual population are estimated through a linear regression coefficient.

The term original sample (O) refer to the original data or sample that is used in the study. Sample mean (M) represents the route coefficients average value across the sample. Standard deviation (STDEV) denotes the route coefficient variability or dispersion. T statistics (|O/STDEV|) calculates the path coefficient's magnitude about its standard deviation. “P-value” shows the path coefficients' statistical significance.

For the link between the KA construct and the EP construct, the path coefficient (regression coefficient) is 0.174. The path coefficient sample mean is 0.172, indicating that the sample mean path coefficient value is close to the original value. The path coefficient standard deviation is 0.076, indicating some variation around the mean. The T statistic value of 2.289 indicates that the path coefficients magnitude is about 4.699 time the standard deviation. It suggests that there is a significant connection between KA and EP. At traditional significance levels, a P-value of 0 indicates that the path coefficient is statistically significant. This implies that the observed link between KA and EP did not happen by chance.

The path coefficient for the link between the constructs KAQ and EP is 0.254. The sample mean of the path coefficient is 0.254, which is very close to the original value. The path coefficient's standard deviation is 0.075, indicating some variation around the mean. The T statistics value of 3.378 indicates that the path coefficient has a significantly large value when compared to its standard deviation. This indicates a

significant connection between "KAQ and EP". The path coefficient is statistically significant, as indicated by the P-value of 0.

The path coefficient for the KC construct and the EP construct relationship is 0.052. The path coefficient sample mean is 0.052, which is close to the original value. The route coefficient has a standard deviation of 0.043 indicating some variability. The T statistics value of 1.186 suggests that there is a significant association between KC and EP with a value that is about 1.186 times the standard deviation. The path coefficient's statistical significance is confirmed by the P-value of 0236.

The path coefficient for the link between the constructs KC and SE is 0.409. The sample mean of the path coefficient is 0.414, which is very close to the original value. The path coefficient standard deviation is 0.053, indicating some variation around the mean. The T statistics value of 7.724 indicates that the path coefficient has a significantly large value when compared to its standard deviation. This indicates a significant connection between KC and SE. The path coefficient is statistically significant, as indicated by the P-value 0.

The path coefficient for the SE and EP construct relationship is 0.371. The path coefficient sample mean is 0.375, which is close to the original value. The route coefficient has a standard deviation of 0.075 indicating some variability. The T statistics value of 4.950 suggests a significant association between SE and EP with a value of about 4.950 times the standard deviation. The path coefficient statistical significance is confirmed by the P-value 0.

All five path coefficients are statistically significant, indicating that the constructs have a strong link. A positive coefficient indicates a positive influence, whereas coefficient magnitude indicates the intensity of the link.

4.6.1 Direct Effects

Total effects are the direct effects between variables in a structural equation model (SEM) without taking into consideration any mediating variable. The term original sample (O) refers to the original data or sample that is used in the study. The sample mean (M) is the mean value of all the effects. The variability or dispersion of the total effect is shown by the standard deviation (STDEV). The magnitude of the total impact relative to its standard deviation is provided by T statistics (|O/STDEV|). The statistical significance of the total effect is shown by the "P value''

H1: Knowledge creation has a positive and significant impact on employee performance

The total effect from the KA construct to the EP construct has a sample mean of 0.173. The total effects standard deviation is 0.076, indicating some variation around the mean. The T statistic value of 2.289 shows that the total effect is about 2.289 times the standard deviation in magnitude. This points to a very significant direct impact. At the standard significant level, a p-value of 0.022 implies that the entire effect is statistically significant. This suggests that the observed direct influence from KA to EP could not have happened by chance. This hypothesis H1 has been accepted.

H2: Knowledge application has a positive and significant impact on self-efficacy

The total effect from the KA construct to the SE construct has a sample mean of 0.408. The total effects standard deviation is 0.076, indicating some variation around the mean. The T statistic value is 2.289 shows that the total effect is about 2.289 times the standard deviation in magnitude. This points to a very significant direct impact. At the standard significant level, a p-value is 0.000 implies that the entire effect is statistically significant. This suggests that the observed direct influence from KA to EP could not have happened by chance. This hypothesis H2 has been accepted.

H3: Knowledge acquisition has a positive and significant impact on employee performance

The total effect from the KAC construct to the EP construct has a sample mean of 0.254, and the total effect standard deviation is 0.075, indicating some variation around the mean. The T statistic value is 3.746 shows that the total impact is about 3.746 times the standard deviation in magnitude. This points to a quite significant direct influence. At the standard significant level, a P-value is 0.001 implies that the entire effect is statistically significant and hypothesis H3 has been accepted.

H4: Knowledge acquisition has a positive and significant impact on self-efficacy

The total effect from the KAQ construct to the SE construct has a sample mean of 0.356, and the total effect standard deviation is 0.043, indicating some variation around the mean. The T statistic value is 8.362 shows that the total impact is about 3.746 times the standard deviation in magnitude. This points to a quite significant direct influence. At the standard significant level, a P-value is 0.000 implies that the entire effect is statistically significant and the hypothesis has been accepted.

H5: Knowledge creation has a positive and significant impact on employee performance

The total effect from the KC construct to the EP construct has a sample mean of 0.203. The total effects standard deviation is 0.054, indicating some variation around the mean. The T statistic value is 3.746 shows that the total effect is roughly 3.746 times the standard deviation in magnitude. This points to a relatively minor direct influence. At the usual significance level, the P-value is 0.000 shows that the entire effect is statistically significant as well as hypothesis has been accepted.

H6: Knowledge creation has a positive and significant impact on self-efficacy

The total effect from the KC construct to the SE construct has a sample mean of 0.404. The total effect standard deviation is 0.053, indicating some variation around the mean. The T statistic value of 7.724 shows that the total effect is roughly 7.7224 times the standard deviation in magnitude. This points to a relatively minor direct influence. At the usual significance level, the P-value of 0.000 shows that the entire effect is statistically significant as well as shown in Table 4.8 knowledge creation hurts employee performance hypothesis H6 has been accepted.

H7: Self-efficacy has a positive and significant impact on employee performance

The total effect from the SE construct to the EP construct has a sample mean of 0.371. The total effects standard deviation is 0.075, indicating some variation around the mean. The T statistic value of 4.950 shows that the total effect is roughly 3.746 times the standard deviation in magnitude. This points to a relatively minor direct influence. At the usual significance level, the P-value is 0.000 shows that the entire effect is statistically significant as well as hypothesis has been accepted.

Direct effects are statistically significant between the construct KA and EP. KA and SE, KAQ and EP, KAQ ANS SE, KC and EP, KC and SE, SE and EP. These findings suggest that the data analyzed support a direct link between these constructs in the structural equation model.

Table 4.7: Assessment Direct effect

Hypothesis	**Beta value**		**Sample Mean**	**Standard deviation**	**t-statistic**	**P-value**	**Result**
KA—EP	0.325		0.326	0.066	4.904	0.000	Accepted
KA –SE	O.407		0.408	0.046	8.843	0.000	Accepted
KAQ—EP	0.385		0.385	0.068	5.641	0.000	Accepted
KAQ—SE	0.356		0.356	0.043	8.362	0.000	Accepted
KC—EP	0.119		0.121	0.045	2.636	0.000	Accepted
KC—SE	0.180		0.181	0.039	4.578	0.000	Accepted
SE—EP	0.369		0.373	0.075	4.911	0.000	Accepted

4.6.2: Indirect Effects

Indirect effect between the KC, KAQ, KA, EP, and SE constructs. The original sample (O) is the original dataset or sample that is used for the analysis. Sample mean (M), the indirect effects sample mean is 0.150. this is the average value of the indirect effect across all observations. Standard deviation (STDEV), The indirect effects standard deviation is 0.039. this refer Lects the spread or variability of the indirect impact values around the mean. A higher standard deviation indicates that the data is more variable . “T statistics (|O/STDEV|)”, Caluculate the T statisties value by dividing the original sample mean by the standard deviation. The T statistics value is 3.905. The magnitude of the indirect effect in relation to its standard deviation is represented by this value. A larger effect magnitude is indicated by a higher T statitics value. The p value of the indirect impact is associated with a p-value of 0.000. The statistical significant of the indirect effect is indicated by the p-value. The p-value in this situation is smaller than the standard significant level (often set at 0.05), indicating that the indirect effect is statistically significant.

H8: Self-Efficacy mediates the relationship between knowledge creation and and employee performance

As shown in Table 4.8 total indirect effect of SE as a mediator between KC and EP has a sample mean of 0.150, SD 0.039, T statistic value is 3.905 and P-value is 0.000. The hypothesis is accepted.

H9: Self-efficacy mediated the relationship between KAC and EP

The total indirect effect from the SE construct to the KAC and EP construct has a sample mean is 0.131. The total effect standard deviation is 0.030, indicating some variation around the mean. The T statistic value is 4.312 shows that the total effect is roughly 4.312 times the standard deviation in magnitude. This points to a relatively minor direct influence. At the usual significance level, the P-value of 0.000. The hypothesis is accepted.

H10: Self-efficacy mediates the relationship between KC AND EP.

The total effect from the SE construct to the KAC and EP construct has a sample mean of 0.067. The total effect standard deviation is 0.018, indicating some variation around the mean. The T statistic value is 3.665. This points to a relatively minor direct influence. At the usual significance level, the P-value of 0.000. The hypothesis is accepted.

Table 4.8: Assesment of Indirect effect

Hypothesis	Original sample(O)	Sample mean (M)	Standard devision (STDEV)	T statistics (|O/STDEV|)	P values	Result
KA –SE-EP	0.150	0.153	0.039	3.905	0.000	Accepted
KAQ-SE-EP	0.131	0.133	0.030	4.312	0.000	Accepted
KA-SE-EP	0.067	0.067	0.018	3.665	0.000	Accepted

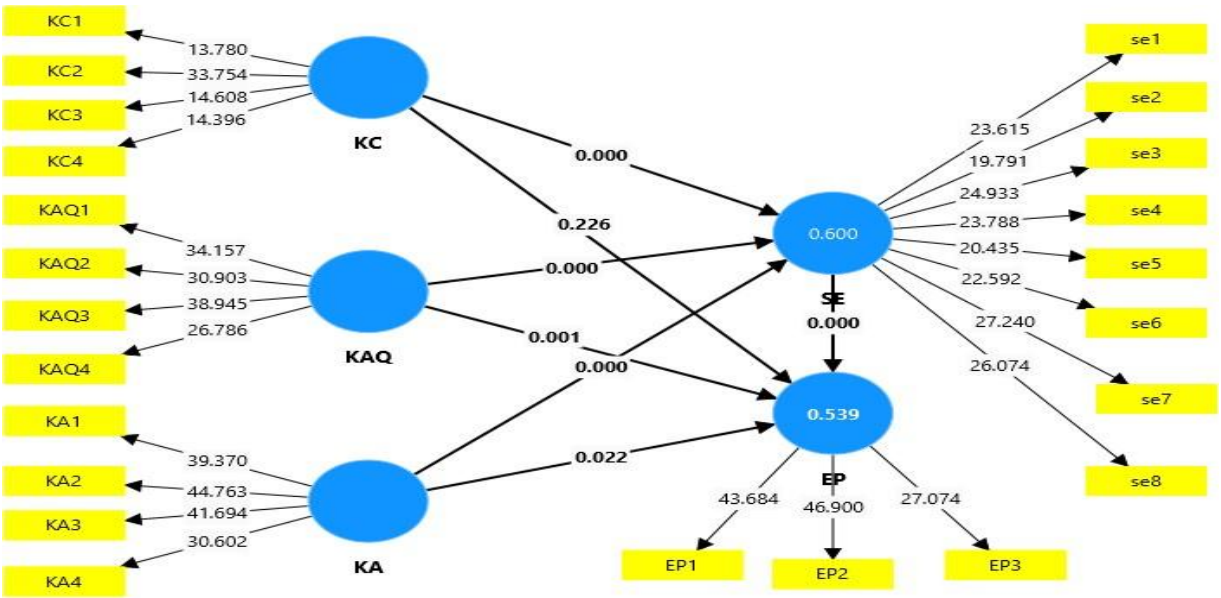

Figure 4.2: Structural model

4.7 DISCUSSION

This study investigates the impact of knowledge management on employee performance. The mediating role of self-efficacy. This study reveals how, why, and when individuals are motivated and feel freedom. It is based on the self-efficacy theory utilizing an analysis of 360 individuals from the Pakistan telecommunication and IT sector. The current chapter describes the different steps for data analysis, including respondents' demographics, and also explains how measurement and structural models have been assessed. Five hypotheses were formulated for the current study. The current study used a structural equation model using Smart PLS to test hypotheses with mediation analysis.

The study collected data from telecommunication and IT sector employees, focusing on demographic variables such as gender, age, experience, education, and designation. The sample consisted of 360 respondents, and reliability analysis was conducted using Cronbach's alpha, greater than the desired threshold of 0.70 for all variables. The result of the correlation analysis showed that there is a significant positive relationship between the independent variable (Knowledge management) dependent variable (Employee performance) and mediator (Self-efficacy).

The result of this study shows the link between the KA construct and EP construct is 0.174. The path coefficient is statistically significant, as indicated by the P-value of 0.022, which suggests a significant connection between KA and EP. The path coefficient for the link between the construct KAQ and EP is 0.254. This indicates a significant connection between KAQ and EP. The path coefficient is statistically significant as indicated by the P-value of 0.001. The path coefficient for the KC and EP construct relationship is 0.203. The path coefficient statistically significant is confirmed by the P-value 0. The path coefficient for the link between KC and SE is 0.409. This indicates a significant connection between KC and SE. The path coefficient is statistically significant, as the P-value indicates 0. The path coefficient for the link between the construct SE and EP is 0.371. The path coefficient is statistically significant confirmed by the P-value 0. All five path coefficients are statistically significant, indicating the construct's strong link. However, there are a number of important elements influencing employee performance related to knowledge development and acquisition. These findings may be a reflection of the King Fahd National Library's work environment, which does not necessitate the generation of new information or the acquisition of knowledge (especially from partners or sources outside the institution). The library does not offer incentives or assistance for these kinds of programs. Consequently, employee performance remains unaffected by the acquisition or generation of information; these findings align with the fundamental idea of (Kianto et al.,2018).

4.8 Implication

From a standpoint, the current study added to existing information in a variety of ways. The study establishes and confirms the self-efficacy theory organizations should

prioritize knowledge management systems to support employee performance Self-efficacy developed programs can enhance employee performance by increasing confidence in utilizing knowledge. The mediating function of self-efficacy is the study's second contribution. The hypothesized association between employee performance and knowledge management strategies was not supported, as the results section demonstrates. This study does not support the notion that knowledge management strategies would directly affect employee performance, even though it would appear reasonable. This might be as a result of the mediation role that self-efficacy plays in the link between employee performance and knowledge management. To put it another way, employee performance is not directly impacted by the use of KM methods. But rather gives workers more authority, which boosts output. Previous research (e.g., Hasani, Sheikhesmaeili, 2016) supported the use of knowledge management (KM) strategies to generate, disseminate, and utilize knowledge in order to accomplish employee empowerment. In the same way, a recent research.

4.10 Recommendation & Future Research Direction

In today's context, this study includes numerous future proposals. A few limitations are mentioned below. The first main limitation of this study was a lack of time (restricted time frame) and a small sample size. Examine the impact of context on the relationship between Knowledge Management, Employee performance, and self-efficacy. This study is limited to the Secondly, due to a lack of awareness about knowledge management in the region, only 2 firms were selected to test the hypotheses. Thirdly, only 360 employees in these firms formed the sample. Only a mediator is used to investigate to understand impact of knowledge management on employee performance mediating role of self-efficacy needs for many more studies based on a larger number of firms and respondents in the region.

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