Dimensions of Knowledge Sharing Behavior, Motivational Factors and Employee Performance of Selected New Generation Banks, Lagos, Nigeria

Oluyinka Titilope Afolayan
Department of Information Technology
University of Ilorin, Ilorin, Kwara State

Abstract
Employee performance plays a pivotal role in determining organizational success. However, due to the incessant job turnover in the Nigerian banking industry, the influence of critical factors such as knowledge sharing behavior and motivation cannot be underplayed. In view of this, this study investigated the influence of the dimensions of knowledge sharing behavior and motivational factors on employee performance of selected new-generation banks, in Lagos, Nigeria. A survey research design was adopted using a structured and validated questionnaire to collect data for the study. A stratified sampling technique was used to select 1,628 employees from Six new-generation banks that are listed on the Nigerian Stock Exchange (NSE). Data was analyzed using descriptive and inferential (multiple regression) statistics. Findings revealed that the dimensions of knowledge sharing behavior and motivational factors influenced employee performance positively in the selected new-generation banks in Lagos, Nigeria. Personal interaction had the most significant influence on employee performance, followed by written contributions and organizational communication; while community of practice had the least considerable influence on employee performance. In terms of motivational factors, intrinsic motivation made the most significant contribution to employee performance compared to extrinsic motivation. This study recommends that the management of new-generation banks should sustain and improve the channels of sharing knowledge and equally motivate employees appropriately to enhance their performance.

Correspondence:
afolayan.ot@unilorin.edu.ng

https://dx.doi.org/10.4314/ajmr.v32i1.5

Key words: Banking industry, Employee performance, Knowledge sharing behaviour, Motivation, New generation banks

Introduction

Employee performance has attracted scholarly attention from researchers across the globe, especially in the banking sector, due to its high level of competitiveness and dynamism. This has led to the enactment of various policies and strategies by the management of banks for the continuous improvement of employees' performance. This is essentially important because employee performance contributes to organizational success in all its ramifications. Employee performance has been defined in several ways by different authors. For instance, it has been defined as the assessment of an employee's specific action in determining his/her extent of contributions to meeting the organization's set out goals (Iqbal, Ijaz., Latif & Mushtaq, 2015). In another perspective, employee performance can be viewed as the quantitative and qualitative measurement of employees' efforts toward achieving organizational goals and objectives (Haidoura, 2020). These definitions depict that employee performance is a construct that can be measured based on specific criteria or standards spelled out by an organization.

Employee performance can be seen as consisting of two main components namely: task and contextual performance. Task performance covers specific activities performed by an employee towards organizational performance. Such activities are spelled out in the job description of every employee, whereas, contextual performance involves activities that do not contribute directly to organizational performance; but rather support the organization's work environment. On the other hand, contextual performance includes activities that are undertaken by employees that are beyond their formal job requirements. Examples of contextual performance include discretionary behavior such as altruism, conscientiousness, and courtesy among others (Decu, 2023)

According to the literature, there are critical elements that can influence employee performance in organizations, one of which is Knowledge Sharing Behaviour (KSB). Knowledge sharing behavior of employees has been examined by researchers from varying perspectives across organizations both within and outside Nigeria. It can be viewed as the ability to achieve goals that involve the exchange of knowledge, skills, and expertise between employees across departments or organizations (Rohman, Eliyana, Purwana & Hamidah, 2020). It can be viewed as the extent to which an employee shares his or her knowledge with other employees in the same organization using specific information channels (Yi, 2009). Knowledge sharing behavior of employees can be rewarded through appropriate employee motivation. For instance, when employees exhibit the right knowledge sharing behavior, they can be motivated through appropriate rewards which makes sharing an easy task to accomplish. On the other hand, if employees fail to exhibit the right knowledge sharing behavior, they can encouraged to meet the expected sharing behaviour.

Yi (2009) identified four dimensions of KSB which include written contributions, organizational communication, personal interaction, and communities of practice respectively. These dimensions are channels that are often used by banking organizations to transfer information or knowledge to employees. KSB is personally driven, however, it can be influenced by several other factors such as organizational factors, social factors, and motivational factors as identified in the literature (Abbasi, Abbasi, Pradana, Al-Shammari, Zaman & Nawaz, 2021). It can also be preceded by essential elements such as attitudes, intentions, and perceived behavioral control (Al-Qeisi & Al-Zagheer, 2015).

Another critical element that can influence employee performance is employee motivation. Motivation can also be described as a drive that propels an employee towards a particular behavior, task, or action that is beneficial (Makki & Abid, 2017). Employee motivation plays an important role in the attainment of specific organizational goals and objectives (Varma, 2018). It has been widely researched due to its role in the lifespan of any organization. It can defined as the level of commitment, persistence, and energy demonstrated by employees in the course of carrying out their assigned duties in an organization (Jouany & Martic, 2023). Employee motivation enables employees to show a willingness to work irrespective of the challenges faced in their various jobs. For instance, motivated employees can be more oriented towards autonomy, self-driven activities, and discretionary behavior than less motivated employees, and are also willing to take up responsibilities without much complaint (Tenney, 2024).

Employee motivation benefits employees and the organization at large in several ways. For instance, employees benefit in areas such as low employee turnover, job satisfaction, and improved performance. Motivation can be in the form of intrinsic and extrinsic dimensions in organizations. Intrinsic motivation can be described as an inner desire that propels an employee to get his or her work accomplished. Examples include recognition, challenging work, ability to solve organizational problems with little or no assistance; while, extrinsic motivation comes as a result of external gratification by management in the form of salary, bonuses, promotion, and others (Nickerson, 2023). However, in today's banking organizations, extrinsic motivation may no longer be sustained due to several economic challenges that employees are grabbing with. Therefore, the availability of intrinsic and extrinsic motivators can considerably improve the job performance of employees.

The role of these critical practices in improving employee performance cannot be overemphasized especially in the banking Industry. For instance, in the banking environment, there are diverse challenges faced by employees in discharging their job roles such as long working hours, time constraints, ethical dilemmas, regulatory bottlenecks, and difficult customers among others (Zwal, Abubarkar & Abba, 2015). Due to these recurring challenges, knowledge sharing practices and employee motivation have not been given adequate attention by the management of banks. On this account, it is imperative to determine the extent to which these dimensions of knowledge sharing behavior and motivational factors impact employee performance. Therefore, this research work is significant to banking organizations in Nigeria because the findings of this study would help to determine the extent to which the dimensions of knowledge sharing behavior and motivational factors contribute to employee performance; thereby enabling the management of banks in Nigeria to improve and sustain these practices over time.

In view of the above, this study intends to investigate the extent of influence of the dimensions of knowledge sharing behavior and motivational factors on employee performance in selected new-generation banks, in Lagos, Nigeria.

Research Questions

The study is guided by the following research questions:

i. What is the level of employee performance of selected new-generation banks in Lagos, Nigeria?

ii. To what extent do the dimensions of knowledge sharing behavior influence employee performance of selected new-generation banks in Lagos, Nigeria?

iii. To what extent do motivational factors influence employee performance of selected new-generation banks in Lagos, Nigeria?

iv. To determine the joint influence of knowledge sharing behaviour and motivational factors on employee performance in selected new-generation banks in Lagos, Nigeria, and;

v. To determine the relative contribution of knowledge sharing behavior and motivational factors on employee performance in selected new-generation banks in Lagos, Nigeria

Hypotheses

The following hypotheses were tested at 0.05 level of significance:

i. H1: Dimensions of knowledge sharing behavior do not influence employee performance in the selected new generation banks in Lagos, Nigeria.

ii. H2: Motivational factors do not influence employee performance in the selected new-generation banks in Lagos, Nigeria.

iii. H3: Knowledge sharing behavior and motivational factors do not jointly influence employee Performance in selected New Generation Banks in Lagos, Nigeria.

iv. H4: Knowledge sharing behavior and motivational factors do not contribute relatively to employee performance in the selected new generation banks in Lagos, Nigeria.

A service is any act or performance offered to another that is essentially intangible and does not result in the possession of anything. The production of a service may or may not involve physical products (Kotler & Keller, 2012). On the

Literature Review

Determinants of Employee Performance in Organizations

Several studies in the literature have identified factors that determine employee performance within and outside the Nigerian environment (Diamantidis and Chatzoglou, 2019; Dahkoul, 2018; Suflin, 2016; Alalade & Oguntodu, 2015). These factors can contribute to either low or high performance depending on their level of impact whether positive or negative. For instance, Diamantidis and Chatzoglou (2019) investigated the factors influencing the employee performance of workers in some selected manufacturing companies in Indonesia using the structural equation approach. Four Hundred and Eighty employees were sampled for this study. Results of this study indicated that job environment and management support had the strongest impact on employee performance; while adaptability and intrinsic rewards also impacted employee performance. In the same vein, Dahkoul (2018) also examined the determinants of employee performance in the Jordanian industrial sector. The study sampled 100 Executive administrators from the industrial sector using the convenience sampling method. Findings revealed that employee satisfaction, management standards, and training had a significant impact on employee performance; while employee engagement moderated between each of those variables and employee performance. The study concluded that the management of organizations should improve employee satisfaction and training as a means of improving employee engagement, which ultimately leads to improved employee performance.

Suflin (2016) investigated incentive schemes and personnel performance in the Nigerian banking sector: A case study of Union Bank Plc. 120 copies of the questionnaire were distributed to respondents from four branches of Union Bank which are: Okokomaiko, Alaba, Agbara, and Aspanda respectively. Descriptive statistics was employed in analyzing field data. Results revealed a positive relationship between monetary and non-monetary incentive schemes provided by the bank and employee performance. The result of this study supports Alalade and Oguntodu (2015) on the positive impact of various incentive schemes on employee performance. Alalade and Oguntodu (2015) investigated the relationship between motivation and employees' performance in the Nigerian banking industry. This study was based on five (5) banks in Lagos, Island, Nigeria. 80 employees represented the sample size of this study. The findings of this study revealed that bank employees were often motivated based on several incentives. It also revealed that employees performed well in their jobs. Due to the small sample size of this study, it cannot be generalized to Nigerian banks, rather, the study can be replicated to involve a larger sample size.

Overall, these independent studies have shown that employee performance is propelled by organizational and social factors such as employee satisfaction, monetary and non-monetary awards, training, and employee engagement among others. Specifically, this study intends to investigate the extent of influence of the dimensions of KSB and motivational factors on employee performance in the selected new-generation banks in Lagos, Nigeria.

Dimensions of Knowledge Sharing Behavior

Yi (2009) identified four dimensions of knowledge sharing behavior in the literature. These are written contributions, organizational communication, personal interactions, and community of Practice respectively. Each of these dimensions can be seen as channels that employees can explore to share their knowledge in organizations. These dimensions are discussed briefly in the context of banking organizations.

Written Contributions: These are specific documents that employees access to share knowledge in organizations. In the context of banking organizations, these documents are used to relay information to employees on operational procedures, policy formulation, and changes as the need arises. Examples of these documents are memos, circulars, and manuals of procedures among others.

Organizational Communication: This refers to specific channels that are initiated within the organization to share knowledge. In this era of Information Communication Technologies (ICTs), specific mediums can be used to facilitate communication within the organization. Examples are electronic mail, social networking media, and intranet among others.

Personal Interaction: This is the most frequently used channel in organizations due to the face-to-face approach to sharing knowledge. Employees meet one-on-one to share information on work procedures and other related areas. One of the advantages of this approach is that encourages cordial relationships and collaboration among employees within the organization (Jouany & Martic, 2023).

Community of Practices (COPs): COP comprises of network of professionals that are connected to share knowledge continually to pursue the same interest. In the context of banking organizations, there are several COPs in which employees are involved for the sake of sharing professional knowledge. These are professional bodies that are related to banking and other allied professions. Examples of these professional groups are the Chartered Institute of Bankers of Nigeria (CIBN), the Chartered Institute of Personnel Management of Nigeria (CIPMN) among others. Members in these Communities of Practice share knowledge continually via recognized channels such as face-to-face and electronic platforms. Some of the benefits of Cops include: allowing crosscutting discussion; allowing the testing of new ideas; generating new knowledge in response to specific problems and issues; sharing specialized and expertise knowledge; allows for social networking of people in the same field (Goncalves, 2024).

These dimensions as discussed above have not been given attention in the literature to ascertain the extent of influence on employee performance in banking organizations in Nigeria.

Knowledge Sharing Behaviour and Employee Performance in Selected Organizations

Few researchers in the literature have examined the impact of knowledge sharing behavior on employee performance either directly or indirectly from diverse angles. Some of these studies are discussed briefly. For instance, Abdullahi, Rahman, Solarin, Ahmed & Shehu, (2023) investigated knowledge sharing behaviour on employee performance among teaching staff of Malaysian Private universities. Findings revealed that knowledge sharing behavior had a significant effect on employee performance. This depicts that the knowledge sharing behavior exhibited by the employees in the surveyed organizations translated into improved performance on the job. In the same vein, Nurrachman, Hermanto & Chan (2019) examined the effect of knowledge sharing on employee performance at PT Tama Cokelat Indonesia. A survey research design was adopted using descriptive and inferential statistics to analyze data. A total of 69 employees served as the sample size for this study. Findings revealed that knowledge sharing had a significant and positive effect on employee performance in the surveyed organization.

Anwar, Rehman, Wang & Salleh (2018) investigated knowledge sharing behavior and job performance of employees in Global Software Development Organizations. This study further examined the impact of attitude, subjective norms, and perceived behavioral control on knowledge sharing intention. The impact of knowledge sharing on job performance was also explored. Findings revealed that attitude, subjective norm, and perceived behavioral control had a positive impact on knowledge sharing intention; while knowledge sharing

behavior was found to have the strongest impact on job performance.
In line with the reviewed studies it has shown that knowledge sharing behavior significantly influences employee performance, however, there is a dearth of studies on the dimensions of KSB and the extent of its influence on employee performance, therefore this study will ascertain the extent of influence of the dimensions of KSB (Written contributions, Organizational communication, Personal interaction and Communities of Practice) on employee performance of selected new generation banks in Lagos, Nigeria.

Motivational Factors and Employee Performance in Organizations

Motivational factors and employee performance have been researched extensively in the literature from diverse organizations, however, there is a dearth of studies on the relationship between motivational factors and employee performance of New generation banks in Nigeria. For instance, Akingbade, Adeoye, Johnson, and Adeosun (2022) examined the effect of motivation on employees' performance in the Lagos State Employment Trust Fund (2016- 2020). A survey design approach was adopted using a structured questionnaire to elicit information from the employees in the surveyed organization. A total of 36 respondents served as the sample size for this study. Findings revealed that intrinsic and extrinsic motivation were the major ways of motivating employees in the surveyed organization. This study equally identified factors that can hinder motivation such as bad leadership style, lack of cordial relationships among workers, and lack of resources among others.
Akhtar, Aziz, Hussain, Ali, and Salman (2014) investigated the relationship between personal-work factors and employee motivation in the banking sector of Pakistan. These factors include personal traits, financial rewards, high salary plans, job design, and supervision respectively. Data was collected from 150 employees selected from some banks in Pakistan. Results revealed a positive relationship between the personal-work factors and motivation. The findings of these studies confirm that employees are motivated based on financial and non-financial incentives. In the same vein, Abasilim and Ubani (2014) investigated employees' perceived relationship between motivation and job performance in Abia State Civil Service, Nigeria. It employed a survey research method in collecting data. A total of two hundred and fourteen (214) employees were sampled. Findings revealed that employee motivation had a significantly weak positive relationship with job performance; however, intrinsic motivation had a significantly moderate positive relationship with job performance; while extrinsic motivation had a significantly weak positive relationship with job performance. On a general note, these empirical studies have shown that motivational factors (intrinsic and extrinsic) cannot be undermined in the successful management of employees' performance in organizations. However, this study intends to determine the extent of influence of motivational factors (intrinsic and extrinsic) on employee performance of selected new generation banks in Lagos, Nigeria.

Theoretical Framework Organizations

Past studies have dwelt extensively and independently on theories relating to knowledge sharing behavior, motivational factors, and employee performance in organizations. These theories include the Theory of Reasoned Action, Hezberg's Two Factor Motivational Theory, and the Heuristic Framework of Employee Performance. These three theories apply to this research work due to their relevance in banking organizations

Theory of Reasoned Action

The Theory of Reasoned Action (TRA) was propounded by Fishbein and Ajazen (1967; 1975) to explain the underlying reasons behind a particular form of behavior. This theory emphasizes that the intention to perform a particular behavior always precedes the actual behavior. In this case, it is known as behavioral intention. Behavioral intention is a product of attitudes and subjective norms. Human behaviour generally, is determined by three elements namely: (i) Attitude towards the behaviour, (ii) Subjective norms (iii) Behavioural intentions. Each of these elements has been defined in the following ways according to Sus (2023): Firstly, attitude is a person's belief about a particular behavior or situation. For instance, if a person perceives that the outcome of a particular behavior would be positive, he or she develops a positive attitude toward performing that behavior. On the other hand, if the person perceives a negative outcome in performing a particular behavior, the person develops a negative attitude towards performing that behavior.

Secondly, subjective norm involves the opinion of people in a person's environment concerning a particular behavior. Lastly, behavioral intention is a combination of attitude and subjective opinion. Behavioral intention is based on the belief that performing the behavior may lead to the expected outcome. The theory of reasoned action proposes that stronger intentions lead to increased effort to perform the behavior, which also may increase the chances of the behavior being performed.

The theory of reasoned action is applicable in determining the knowledge sharing behavior of employees in banking organizations. The three elements that predict human behavior which are: attitude, subjective norm, and behavioral intentions can determine the extent of knowledge shared by employees (Eletter, Ramaiah, Kaba & El-Refae, 2023). This depicts that knowledge sharing cannot be enforced on employees in any organization, but rather employees can be motivated to share knowledge based on a combination of essential factors in the workplace.

Hezberg's Two Factor Motivational Theory

Hezberg's two-factor motivational theory is one of the earliest theories of motivation in the workplace. It was propounded by Fredrick Herzberg (1959) to determine what motivates employees in the workplace. Hezberg defined employee motivation as performing a work-related action at a given time. According to him, he distinguished between two categories of motivational factors: motivators and hygiene factors. Motivators are classified as intrinsic motivational factors such as recognition, responsibility, and challenging work, among others. On the other hand, Hygiene factors are so-called because employees in the workplace may a times find themselves in a psychologically unhealthy environment. Therefore, hygiene factors will help to palliate employees' negative feelings or disposition towards work. However, the presence of these factors does not result in total satisfaction but will simply reduce dissatisfaction Examples of hygiene factors include company policy and administration, supervision, salary, relationship with co-workers, personal life, status, and security. If provided, hygiene factors are not a strong motivator because their motivation effect does not last long, however, if not provided or if wrongly provided can be a major cause of dissatisfaction (Herzberg, Mausner, & Snyderman, 2009). Based on Hezberg's categorization, the presence of hygiene factors in the workplace will lead to satisfaction, while the absence of motivators will lead to dissatisfaction. In relation to banking organizations, Hezberg's two-factor theory applies to this study, in the sense that hygiene factors and motivators are required to ensure a satisfied and productive workforce.

Heuristic Framework of Employee Performance

The heuristic framework of employee performance was developed by Koopmans, Bernards, Hilderbrandt, Schaifeli, Henrica, and Allard in 2011 This framework combines four different dimensions of work performance namely task performance, contextual performance, adaptive performance, and counterproductive performance. According to this model, task performance focuses on the various activities performed by employees in different cadres as reflected in their job description manual. Examples of task performance include completing job tasks, work quality, work quantity, and job knowledge among others. Contextual performance, on the other hand, refers to discretionary behaviors of employees that support the social, and psychological environment. Examples of contextual performance include extra tasks, initiative, resourcefulness, and dedication among others. The third dimension, adaptive performance emphasizes the ability of employees to adapt to changes in a workplace at any given time. Examples include generating new and innovative ideas and learning new tasks and technologies. The fourth dimension, counterproductive work behavior, refers to behavior that is invariant with the well-being of the organization. Most times these forms of behavior are frowned upon by the organization because it does not contribute directly to organizational performance; rather it is counterproductive in nature. Examples include accidents, complaining, and absenteeism among others. This framework is relevant because it captures employee performance in organizations generally and specifically in the banking industry. However, two out of the four components of employee performance, task, and contextual performance were examined in the context of selected new generation banks in Lagos.

Methodology

Research Design

A survey research design was adopted for this study. Data was analyzed using descriptive and inferential (multiple regression) statistics.

Method of Data Collection

The researcher visited the head offices of the selected six banks in Lagos along with a research assistant to collect field data. Copies of the questionnaire were distributed to the employees in the head offices of the selected banks. Due to the tight schedule of the bank employees, the researcher handed copies of the questionnaire to contact persons in each of the banks for further distribution to their employees. The researcher was contacted by officers in each of the selected banks to pick up the filled copies of the questionnaire. 1,310 copies of the questionnaire were recovered from the six banks, and a total of 1,296 were found usable and valid for data extraction and analysis. This gave a rate of return of 80%.

Instrumentation

A structured questionnaire was designed to elicit data from the respondents in the study area. The questionnaire comprised five sections: Section A comprised of items that collected data on the personal profiles of the respondents. Section B consists of a Knowledge Sharing Behaviour (KSB) scale comprising 12 items adapted from Yi (2009). Section C of the questionnaire consisted of the Work Extrinsic and Intrinsic Motivation scale comprising 10 items adapted from Tremblay, Blanchard, Taylor, Pelletier & Villeneuve (2009). Section D consisted of the Employee Performance scale comprising 12 items adapted from Goodman and Svyantek (1999). The adapted scales used the Likert scale type on a four-point scale constituting: Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD) respectively.

Population of the Study

The population of this study comprised ten new generation banks listed on the Nigerian Stock Exchange (NSE). New generation banks were targeted because they tend to adopt dynamic and aggressive approaches in the demand for and motivation of employees' performance, and also they compete favorably in the same markets with the older and mostly larger banks. These banks are First City Monument Bank, Sterling Bank, Ecobank Plc, Fidelity Bank, Diamond Bank, Access Bank, Guaranty Trust Bank, Skye Bank, Zenith Bank, and Stanbic IBTC respectively.

Sample Size and Sampling Technique

The researcher employed a simple random sampling technique using the balloting method in the selection of six banks (60 percent) out of the ten new generation banks that are listed on the NSE. Sixty percent selection is justified based on the fact it gave the researcher wider coverage in the selection process. The six banks are First City Monument Bank, Sterling Bank, Ecobank Plc, Access Bank, Guaranty Trust Bank, Skye Bank. The total population of the six banks was established as 8,334 employees. In determining the sample size for each of the six banks, the researcher utilized the proportionate stratified sampling technique using the Krejcie and Morgan (1970) sample size determination table. The sample size for each of the selected banks was determined proportionately based on the population of employees in the head offices of the six banks. The total sample size for this study was established as 1628 employees (See Table 1). In selecting the respondents across the six banks, a proportionate stratified sampling technique was employed by the researcher.

Validation and Reliability of Research Instrument

The researcher established the face and content validity for each of the adapted scales namely: the knowledge sharing

Behaviour (KSB) scale, Work Extrinsic and Intrinsic Motivation (WEIM) scale, and employee performance scale respectively. This was done to ensure internal consistency, exactness, simplicity, and comprehensibility of the different items that made up each of the sub-scales. The Cronbach Alpha coefficient for the adapted scales revealed a high level of reliability which ranged from 0.76 to 0.89 as shown in Table 2.

Table 3 shows the demographic attributes of the bank employees in the study area. Under the gender category, 792 (61.1%) were males and females were 504(38.9). This depicts that the majority of the respondents that participated in this research work were males. Under the age category, the majority of respondents (49.4%) were between 20- 30 years, followed by those in the age category of 31- 40 years (48.1%). In terms of educational qualification, the majority of the respondents (66.1%) were first-degree holders, while in terms of professional qualification, majority of the respondents while in terms of professional qualification, majority of the respondents (61.1%) had no professional qualifications. This may be due to the nature of the banking job which allows for little or no time for employees to get additional qualifications. Lastly, the majority of the respondents (50.8%) had less than five years working experience.

Table 1: Population and Proportionate Sample Sizes of Employees in the Head Offices of the Six Selected Banks, Lagos

Bank	No. of Employees in Lagos	Proportionate Sample Size
First City Monument Bank	340	66
Sterling Bank	725	142
Ecobank Plc	469	92
Guaranty Trust Bank	3000	586
Skye Bank	1850	361
Access Bank	1950	381
Total	**8334**	**1628**

Table 2: Showing the Cronbach's Alpha Reliability Scores for the Adapted Scales

Adapted Scales	Number of Items	Cronbach Alpha	Source
KSB Scale	12	0.83	Yi (2009)
WEIM Scale	10	0.76	Tremblay et al. (2009)
Employee Performance Scale	12	0.89	Goodman & Svyantek (1999

Table 3: Demographic Profile of the Respondents

Demographic Information	Frequency	Percentage(%)
Gender		
Male	792	61.1
Female	504	38.9
Age		
20-30 yrs	640	49.4
31-40 yrs	624	48.1
41- 50 yrs	32	2.5
Level of Education		
OND	36	10.5
BA/B.Sc	956	66.1
MA/M.Sc	304	23.5
Work Experience		
Less than 5 years	648	50.8
5-10 years	456	35.2
11- 15 years	160	12.3
16-20 years	24	1.9
Over 20 years	8	.6
Professional Qualification		
CIBN	112	8.6
ANAN	40	3.1
ICAN	152	11.7
CITN	32	2.5
Others	168	13.0
None	792	61.1

The results in Table 4 reveal a high level of employee performance in the selected commercial banks with a grand mean of 3.41 on a 4-point scale. The results show that contextual performance had a greater mean score (3.42) than task performance mean=3.39). This result implies that the majority of the bank employees had higher contextual performance than task performance. This implies that bank employees exhibited discretionary behavior with little assistance. This might be due to the high level of commitment expected by the management of the bank, and most importantly, employees were well motivated. However, if employees are not motivated adequately, their contextual performance may probably be reduced. In essence, all the statements under employee performance had a high mean score of> 3, showing that employees performed well on their assigned tasks.

Presentation of Results

Research Question: What is the level of employee performance of selected New Generation Banks, Lagos.

Table 4: Level of Employee Performance of Selected New Generation Banks, Lagos

Employee Performance Scale	VH (%)	H (%)	L (%)	V L(%)	Mean	Std.
Task performance						
I demonstrate skillfulness on my job.	648(50.0)	608(46.9)	24(1.9)	16(1.2)	3.46	.600
I plan and organize my work to achieve objectives of my job.	672(51.9)	616(47.5)	-	8(.6)	3.46	.535
I always perform well in my overall job assessment.	664(51.2)	592(45.7)	24(1.9)	16(1.2)	3.41	.595
I can manage more responsibility Than assigned by my boss.	640(49.4)	592(45.7)	56(4.3)	8(.6)	3.40	.603
I am competent in all areas of my job.	664(51.2)	552(42.6)	72(5.6)	8(.6)	3.36	. 615
I work overtime to meet deadlines that are stipulated by my boss.	656(50.6)	488(37.7)	104(8.0)	48(3.7)	3.22	.746
Group Mean: 3.39						
Contextual performance						
I do not take unnecessary time off work without the permission of my boss.	880(67.9)	392(30.2)	24(1.9)	-	3.66	.511
I exhibit punctuality by arriving at work on time in the morning.	824(63.6)	464(35.8)	8(.6)	-	3.63	.496
I give advance notice if unable to come to work.	784 (60.5)	496(38.3)	16(1.2)	-	3.59	.516
I help other employees with their work when they are absent from work.	688(53.1)	472(36.4)	104(8.0)	32(2.5)	3.23	.699
I help others when their workload increases, that is assisting others until they get over the hurdles	664(51.2)	456(35.2)	160(12.3)	16(1.2)	3.20	.695
I take initiative to Orient new employees to the the department even though it is not part of my job description.,	728(56.2)	408(31.5)	152(11.7)	8(.6)	3.19	.650
Group Mean: 3.42						
Grand Mean: 3.41						

Testing of Hypotheses

Hypothesis 1: Dimensions of knowledge sharing behavior do not influence employee performance in the selected new generation banks in Lagos, Nigeria.

Table 5 reveals that written contributions accounted for 16% of the variance in employee performance (R^2=.16, F(1,1294)=242.351, *p*<.05). Written contributions had significant influence on employee performance (*β*= .397, t=15.568, *p*<.05). Organizational communication accounted for 16% of the variance in employee performance (R^2=.16, F(1,1294)=241.728, *p*<.05). Organizational communication had a significant influence on employee performance (*β*= .397, t=15.548, *p*<.05). Again, personal interaction accounted for 24% of the variance in employee performance (R^2=.24, F(1,1294)=403.653, *p*<.05). This shows that Personal interaction had a significant influence on employee performance (*β*= .488, t=20.091, *p*<.05). Community of practice accounted for 13% of the variance in employee performance (R^2=.13, F(1,1294)=195.030, *p*<.05). Community of practice also had a significant influence on employee performance (*β*= .362, t=13.965, *p*<.05). On the whole, personal interaction had the highest contribution to employee performance, while community of practice had the lowest contribution.

Hypothesis 2: Motivational factors do not influence employee performance in the selected new-generation banks in Lagos, Nigeria.

Table 5: Influence of the Dimensions of Knowledge sharing behavior on Employee Performance in Selected New Generation Banks in Lagos, Nigeria

Model	B	Beta	R2	T	F	Sig
Constant						
Written contribution	1.138	.397	.157	15.568	242.351	.000
Organizational Communication	1.164	.397	.157	15.548	241.728	.000
Personal Interaction	1.361	.488	.237	20.091	403.653	.000
Community of Practice	.794	.362	.130	13.965	195.030	.000

Table 6: Influence of Motivational Factors on Employee Performance of Selected New Generation Banks in Lagos, Nigeria

Model	B	Beta	R2	T	F	Sig
Constant						
Intrinsic Motivation	1.572	. 649	.420	30.652	939.532	.000
Extrinsic Motivation	.539	.412	.169	16.247	263.966	.000

Table 6 shows the influence of each of the motivational factors on employee performance. Results reveal that intrinsic motivation accounted for 42% of the variance in employee performance (R^2=.42, F(1,1294)=939.532, p<.05). This implies that intrinsic motivation had a significant influence on employee performance (β= .649, t=30.652, p<.05); while extrinsic motivation accounted for 17% of the variance in employee performance (R^2=.17, F(1,1294)=263.966, p<.05). Therefore, revealing that extrinsic motivation had significant influence on employee performance (β= .412, t=16.247, p<.05). On the whole, this result shows that intrinsic motivation contributed more to employee performance than extrinsic motivation.

Hypothesis 3: Knowledge sharing behaviour and motivational factors do not jointly influence employee performance in selected New Generation Banks in Lagos, Nigeria.

The result of regression analysis as shown in Table 7 reveals a positive and significant relationship between the two independent variables (knowledge sharing behavior and motivation) and employee performance of bank employees (R=0.619, P<.05). The R-square value of .382 implies that 38.2% of the total variance of employee performance of bank employees is accounted for by these two factors. The remaining 61.7% is due to other external factors Therefore, the null hypothesis was rejected.

Hypothesis 4: Knowledge sharing behavior and motivational factors do not contribute relatively to employee performance in the selected new-generation banks in Lagos, Nigeria.

Table 7: Regression Analysis Showing the Influence of Knowledge Sharing Behaviour and Employee Motivation on Employee Performance of Selected New Generation Banks, Lagos

Model	DF	R	AdjR2	F	Sig
Regression	3	0.619	0.382	267.742	p<.05
Residual	1292				
Total	1295				

Table 8: Relative Contribution of Knowledge Sharing Behaviour and Motivational Factors to Employee Performance

Model	B	Beta	AdiustedR2	t	Sig
(Constant)	18.557	23.205			
KSB	.214	.252	0.382	8.505	.000
Motivational factors	.434	.430	0.382	14.509	.002

Table 8 shows the relative contribution of each of the independent variables to employee performance. Results revealed the relative contribution of each of the independent variables: KSB (β=.252, t=8.505, P<.05), Employee motivation (β=.430, t=14.509, P<.05). This result implies that motivation made the strongest contribution in explaining employee performance, followed by knowledge sharing behavior. This result has shown that motivation and knowledge sharing behavior are capable of improving the performance of bank employees.

Discussion of Findings

The findings of this study are discussed in line with the stated research questions and hypotheses. The first research question was to determine the level of employee performance in selected commercial banks in Lagos. Findings revealed a high level of task and contextual performance of bank employees. Perhaps, the high level of motivation observed among the respondents accounted for the high employee performance. This finding is also in line with Tenney (2024) who noted that motivated employees often engage in self-driven activities and discretionary behavior.

The second research question hypothesized that the dimensions of knowledge sharing behavior do not influence employee performance in selected new-generation banks in Lagos, Nigeria. Results further revealed that each of the dimensions of knowledge sharing behavior had a significant influence on employee performance. The null hypothesis was rejected. Results of the regression analysis revealed that written contribution, organizational communication, personal interaction, and community of practice had significant joint effects on employee performance. This finding is in line with Opeke and Opele (2014) who reported that knowledge sharing behavior of postgraduate students in selected Nigerian Universities was propelled through face-to-face interaction rather than other channels of communication.

The third research question hypothesized that motivational factors do not influence employee performance in selected new-generation banks in Lagos, Nigeria. Findings revealed that employees were motivated by the two dimensions of motivation, more by intrinsic than extrinsic factors in the surveyed banks. However, the intrinsic factor was higher than the extrinsic factors. Findings revealed that intrinsic and extrinsic factors had a significant influence on employee performance. Therefore, the null hypothesis was rejected. This finding is in support of Alalade and Oguntodu (2015) who found that bank employees are well-motivated both intrinsically and extrinsically. Again, this finding conforms to past studies that revealed that employees in organizations are intrinsically and extrinsically motivated (Abasilim & Ubani 2014; Akhtar et al., 2014)

The fourth research question hypothesized that knowledge sharing and Motivational factors do not jointly influence employee performance in the selected new-generation banks in Lagos, Nigeria. The results of regression analysis revealed a positive and significant relationship between the two independent variables (knowledge sharing behaviour and motivation) and the employee performance of the bank employees. Therefore the null hypothesis was rejected. This depicts that knowledge sharing behavior and motivation jointly contribute positively to employee performance.

The fifth research question hypothesized that knowledge sharing behavior and motivational factors do not contribute relatively to employee performance in the selected new-generation banks in Lagos, Nigeria. The result revealed that knowledge sharing and motivational factors contributed relatively and significantly to employee performance Therefore, the null hypothesis was rejected. This finding suggests that an increase in knowledge sharing behavior will result in an improvement in employee performance. This finding is in line with Abdullahi et al. (2023) who found that knowledge sharing behavior of employees in organizations contributed to job performance and the quality of knowledge shared. On the other hand, motivational factors significantly influenced employee performance, therefore the null hypothesis was rejected. This finding supports Alalade and Oguntodu (2015) who reported that bank employees who were well-motivated performed well on the job.

Conclusion and Recommendations

This study has demonstrated that the dimensions of knowledge sharing behavior and motivational factors significantly influenced employee performance of bank employees. Based on the findings of this study, it recommends that the management of new-generation banks should ensure that employees share knowledge continually through the identified channels such as written contribution, organizational communication, personal interaction, and communities of practice. Also, the current level of motivation of employees should be sustained and improved from time to time to enhance their performance.

REFERENCES

Abbasi, S. G., Abbasi, M., Pradana, M., Al-Shammari, S.A. S., Zaman, U. & Nawaz, M. S. (2021) Impact of organizational and individual factors on knowledge sharing behavior: Social capital perspective. *SAGE Open,* Vol. 11, No. 4, 1-11. https://doi.org/10.1177/21582440211054504

Abasilim, U. D. & Ubani, G. E. (2014). An empirical synthesis of employees' perceived relationship between motivation and job performance in Nigeria. *Covenant University Journal of Politics and International Affairs,* Vol. 2, No. 1, 38-52.

Abdullahi, M. S., Rahman, K., Solarin, S. A. Ahmed, U., Shehu, U. K. (2023). Knowledge sharing behavior on employee performance: A mediating role of employee engagement among teaching staff Malaysian Private Universities. *International Journal of Business Information Systems,* Vol. 44, No. 4, 508-534.

Akhtar, N., Aziz, S., Hussain, Z., Ali, S. & Salman, M. (2014). Factors affecting employees' motivation in banking sector of Pakistan. *Journal of Asian Business Strategy*, Vol. 4, No. 1, 125-133.

Akingbade, O. M., Adeoye, J. O., Johnson, A. A. & Adeosun, O. F. (2022). Effect of motivation on employees' Performance in Lagos State Employment Trust Fund (2016-2020).
Adeleke University Journal of Sciences, Vol. 1, No. 2, 613-628.

Alalade, Y. S. & Oguntodu, J. A. (2015). Motivation and Employees' Performance in the Nigerian Banking Industry. A Survey of Selected Banks. *International Journal of Economics, Commerce and Management,* Vol. 3, No. 4, 1-14.

Al-Qeisi, K. I. & Al-Zagheer, H. M. (2015). Determinants of knowledge sharing behavior among personnel in the banking industry. *International Journal of Business and Management, Vol.* 10, No. 4, 49-58.

Anwar, R., Rehman, M., Wang, K. S., & Salleh, R. (2018). Job performance through knowledge sharing behavior in Global Software Development Organizations. 2018 Fourth International Conference on Information Retrieval and knowledge Management (CAMP), Kota Kinabalu, Malaysia, pp. 1-5. doi:10.1109/INFRKM.2018.8464822

Dahkoul, Z. M. (2018). The determinants of employee performance in Jordanian organizations. *Journal of Economics, Finance and Accounting (JEFA),* Vol. 5, No. 1, 11-17. Retrieved on July 10, 2024 from http://doi.org/10.17261/pressacademia.2018.780

Decu, B. (2023, June 22). HRM: What is contextual performance. Retrieved on October 3, 2024 from https://www.neuroworx.io/magazine/contextual-performance

Diamantidis, A. D., & Chatzoglou, P. (2019). Factors affecting employee performance: an empirical approach. International Journal of Productivity and Performance Management, Vol. 68, No. 1, 171-193. https://doi.org/10.1108/IJPPm-01-

2018-0012

Eletter, S., Ramaiah, C. K., Kaba, A., & El-Rafae, G. A. (2023). The impact of attitude and subjective norm on knowledge sharing behavior among the non-academic staff: behavioral intention as a mediating variable. Journal of Information and Knowledge Management. Retrieved on October 2, 2024 from https://www.researchgate.net/publication/369933503

Fishbein, M. (1967). Attitude and the prediction of behavior. In M. Fishbein (Ed.), *Readings in Attitude Theory and Measurement*. Wiley. (pp. 477-492

Fishbein, M., & Ajzen, I. (1975). *Belief, attitude, intention, and behavior: An Introduction to theory and research*. Addison-Wesley Pub. Co.

Goncalves, L. (2024, January 13) Communities of practice: The ultimate guide. Retrieved on October 11, 2024 from https://adaptmethodology.com/blog/communities-of-practice/

Goodman, S .A. & Svyantek, D. J. (1999). Person–organization fit and contextual performance: Do shared values matter, *Journal of Vocational Behavior,* Vol. 55, No. 2, 254-275.

Haidoura, H. M. (2020). The impact of training and development programs on employee's performance: The case of Lebanese SMEs. *International Journal of Economics, Business and Management,* Vol. 7, No. 1, 190-201.

Herzberg, F. (1959). *The motivation to work* (2nd ed.). John Wiley. ISBN 0471373893.

Herzberg, F., Mausner, B., Snyderman, B. B. (2009). *The motivation to work*, Chapman and Hall, Limited.

Iqbal, A., Ijaz, M., Latif, F., & Mustaq, H. (2015). Factors affecting employees' performance. A Case study of the banking sector in Pakistan. *European Journal of Business and Social Sciences,* Vol. 4, No. 8, 309- 318.

Jouany, Y. & Martic, K. (2023, November 22). Interpersonal communication: Definition, importance, and must-have skills. Retrieved on July 10, 2024 from https://haillo.com/blog/interpersonal-communication-definition-importance-and-must-have-skills/

Koopmans, L. Bernaards, C. M., Schanfeli, W. B., Henrica, C. W., Allard. J. V. (2011). Conceptual framework of individual work performance. A systematic review. *American College of Occupational and Environmental Medicine*, *53*(8).

Krejcie, R. V. & Morgan, D. W (1970). Determining sample size research activities. *Educational and Psychological Measurement, 30*, 607-610.

Makki, A. & Abid, M. (2017). Influence of intrinsic and extrinsic motivation on employees' task performance. Retrieved on October 11, 2024 from https://www.researchgate.net/publication/314872736

Nickerson, C. (2023, September 29). Extrinsic and intrinsic motivation: What's the difference? Retrieved on July 15, 2024 from https://www.simplypsychology.org/difference-between-extrinsic-and-intrinsic-motivation.html

Nurrachman, Q., Hermanto, B. & Chan, A. (2019). The effect of knowledge sharing on employee performance at PT Tama Cokelat Indonesia. *Archives of Business Research,* Vol. 7, No. 6, 155-163.

Opeke, R. O. & Opele, J. K. (2014).

Assessment of knowledge sharing behaviour of Postgraduate students in selected Nigerian Universities. *Information and Knowledge Management,* Vol. 4, No. 11, 102-106.

Rohman. A., Eliyana, A., Purwana, D., Hamidah, H. (2020). Individual and organizational factors' effects on knowledge sharing behavior. *Entrepreneurship and Sustainability Issues*, Vol. 8, No. 1, 38-48. http://doi.org/10.9770/jesi.2020.8.1(3)

Suflin, J.B. (2016). Incentive schemes and personnel performance in Nigerian banking Sector. A case study of Union Bank of Nigeria Plc. *Greener Journal of Social Sciences*, Vol. 6, No. 2, 48-55.

Sus, V. (2023, September, 3). Subjective norms: Definitions and examples.

Retrieved on October 11 from https://helpfulprofessor.com/subjective-norms/

Tenney, M. (2024). The three approaches to employee motivation. Retrieved on July 15, 2024 from https://peoplethriver.com/what-are-the-3-major-approaches-to-employee-motivation/

Tremblay, M. A., Blanchard, C.M., Taylor, S., Pelletier, L.G. & Villeneuve, M. (2009). Work extrinsic and intrinsic motivation scale: Its value for organizational psychology research. *Canadian Journal of Behavioural Science,* Vol. 41, No. 4, 213–226.

Varma, C. (2018). Importance of employee motivation and job satisfaction for organizational performance. *International Journal of Social Sciences and Interdisciplinary Research,* Vol. 6. No. 2, 10-20.

Yi, J. (2009). A measure of knowledge sharing behavior: Scale development and validation. *Knowledge Management Research and Practice*, Vol. 7, 65-81.

Zwal, U. I., Abubarkar, U. & Abba, R. (2015). The role of motivation in determining employee performance in Nigeria banking Industry: Case study of Unity Bank Plc, Bauchi. Proceedings of the Academic of African Scholars Publication and Research International on challenge and prospects, Bauchi State University, Gadau, University Assembly Hall, Moi Cmapus, Bauchi. Vol. 8, No. 5, 1-11