Knowledge Sharing Behavior, Mentoring and Motivation as Determinants of Employee Performance in Selected New Generation Banks, Lagos, Nigeria

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ABSTRACT

Employee performance plays a pivotal role in the attainment of organizational success, especially, in the Nigerian banking industry, due to its high level of dynamism and competition. However, the joint effect between knowledge sharing behavior, mentoring, and motivation on employee performance seems not to have been given attention in the literature. In view of this, this study investigated the interaction between knowledge sharing behavior, mentoring and motivation on employee performance in new generation banks in Lagos, Nigeria. The population comprised 8,334 employees from six new generation banks that are listed on the Nigerian Stock Exchange (NSE). Stratified sampling technique was used to select 1,628 employees. Findings revealed that knowledge sharing behavior, mentoring and motivation jointly influenced employee performance in the selected new generation banks in Lagos, Nigeria. However, in terms of relative contribution to employee performance, motivation made a higher contribution than knowledge sharing behavior while mentoring made no significant contribution to employee performance.

KEYWORDS
Banking Industry, Employee Performance, Employees, Knowledge Sharing Behavior, Mentoring, Motivation, New Generation Bank, Training

INTRODUCTION

Employee performance is critical to organizational success. This is especially true in the banking industry with its high level of competition and volatility. Banking is a knowledge intensive industry; hence, banks often invest heavily in the training and development of their employees. The goal is not just to improve their performance but to also encourage innovativeness which is critical to survival and competitiveness in the industry. Unfortunately, high rate of employee turnover and downsizing which characterize the industry could lower employee morale and lead to loss of knowledge and expertise the banks have invested in for years. It is therefore imperative for banking institutions to adopt organizational practices such as knowledge sharing behaviour, mentoring and motivation which could help them retain and develop existing knowledge capital, and ultimately improve employee performance.

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Knowledge sharing behavior has been defined as the manner and the extent to which employees share knowledge among themselves within an organization (Yi, 2009). Knowledge sharing is an active process during which intellectual assets are exchanged, evaluated, refined and integrated to create new knowledge (Baju & Babalola, 2017). It is an important stage in knowledge creation which enables people to contribute to and receive from the ideas, experience and insights of others. Laceque (2014), citing several authors submits that knowledge sharing is the most important building block of innovation. Knowledge sharing behavior is necessary for the exchange of both tacit and explicit job-related knowledge among employees. Studies have established a nexus between knowledge sharing and employee performance in various organizational contexts (Mutimba & Kanyua, 2017; Sarpong, 2016; Chweya, Ochieng, Ojera, & Riwo-Abudho, 2014). Incidentally, employees do not always exhibit knowledge sharing behavior for reasons that may be personal, social or organizational (Pangil & Nasurddin, 2013).

Another factor that has been identified as one of the drivers of employee performance is mentoring. Mentoring refers to the nurturing relationship whereby an experienced person known as mentor helps to develop the personal and professional capacity of a less experienced one called mentee. Mentoring is one of the knowledge management tools used by organizations because it facilitates the capturing, sharing and retaining of organizational knowledge (Mavuso, 2007). Mentoring provides both career and psychosocial support for mentees. While career mentoring aids career advancement and career progression of the protégé, psycho-social support helps to build his self-esteem and confidence through personal advice and timely feedback. In spite of these benefits, some organizations are yet to realize the importance of organizing mentoring programs or evaluating the impact of existing mentoring programmes on employee performance.

The role of employee motivation in employee performance has long been established in the literature. Abraham Maslow’s Hierarchy of Needs indicates that people have certain physiological, social and psychological needs that must be met at a given point in time and anything that has the potential to satisfy such needs becomes a motivation. Employee motivation is a force that stimulates and energizes an employee towards attaining specific goals in the interest of the organization (Omollo, 2015). Intrinsic motivation suggests factors within an individual that drives him or her towards achieving specific goals. These inner drives may include pleasure, curiosity, intellectual stimulation or personal satisfaction derived from doing something. Extrinsic motivation on the other hand refers to the forces outside the individual that propels him/her towards achieving a goal. They include salary, bonuses, recognition by others, promotion, job security among others (Underhill, 2016). Employees who are intrinsically motivated do whatever they do for the sheer pleasure of doing it whereas, those who are extrinsically motivated do it for the benefits it attracts (Ryan & Deci, 2000).

From the foregoing, the literature has shown that knowledge sharing behavior, mentoring and motivation can independently influence employee performance positively. However, the joint interaction of these three variables combined on employee performance is yet to be ascertained in the literature. It can only be assumed that if bank workers are well mentored and adequately motivated, and if they regularly share job and career knowledge with one another, their job performance will improve. It is however not certain the extent to which bank workers exhibit knowledge sharing behaviour, and the extent to which they are mentored or motivated to increase performance. This study therefore investigated knowledge sharing behavior, mentoring, motivation and employee performance in some new generation banks in Lagos, Nigeria. The study has provided answers to the following research questions:

1. To what extent do employees exhibit knowledge sharing behaviour in selected new generation banks in Lagos, Nigeria?
2. What is the level of mentoring practices among employees in selected new generation banks in Lagos, Nigeria?
3. To what extent are employees motivated in selected new generation banks in Lagos, Nigeria?
4. What is the level of employee performance in selected new generation banks in Lagos, Nigeria?
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