

The Impact of Personal and Organizational Variables of Knowledge Sharing on Employee Performance: A Field Study on a Sample of Budgetary Control Employees in the Wilaya of Biskra.

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Abstract

The exchange of knowledge is affected by a confluence of human and organizational elements that significantly impact how individuals share information and skills in the workplace. This study aims to determine the impact of personal and organizational variables of knowledge sharing on employee performance, the study adopted a descriptive methodology, and the researchers used a questionnaire as a data collection tool, which was distributed to a sample of 44 employees working in the Financial Control Department in the state of Biskra. The study yielded a set of findings, the most notable of which are: Knowledge sharing is a key factor in improving employee performance. The strongest impact is attributed to individual factors, particularly employees' conviction, confidence, and willingness to share knowledge. Conversely, the organization appears to suffer from a weak formal organizational support system for knowledge sharing, especially regarding incentives, rewards, and mechanisms that encourage it. Based on these findings, the study recommends developing a system of tangible and intangible incentives linked to knowledge sharing, fostering an organizational culture based on trust and collaboration, and reducing organizational barriers that impede the flow of knowledge.

Keywords: Individual factors, Organizational factors, Knowledge sharing, Employee performance, Budgetary control.

Introduction

In light of the rapid transformations taking place in contemporary work environments, knowledge has become an essential strategic resource, indispensable for building competitive advantage and enhancing organizational efficiency. However, the true value of knowledge is not realized merely through its possession, but through its effective sharing and exchange among individuals within the organization. Knowledge-sharing practices constitute a cornerstone in this regard, as they contribute to improving both individual and collective performance, enhancing decision quality, and reducing the recurrence of errors.

Despite the growing recognition of the importance of knowledge sharing, its effective implementation remains contingent upon a set of factors—some of which are personal, such as awareness, trust, personality traits, and job satisfaction, while others are organizational in nature, including organizational structure, organizational culture, reward systems, and workflow processes. Personal factors may serve either as drivers or barriers to knowledge exchange, whereas organizational factors help create a supportive or inhibiting environment for such practices.

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Accordingly, this article aims to analyze the impact of personal and organizational factors influencing knowledge sharing, and how these factors are reflected in employee performance. The study was conducted on the budgetary control department in the Wilaya of Biskra, Algeria.

First: Theoretical Framework

Knowledge Sharing

I.1 Definition of Knowledge Sharing

Knowledge sharing is considered to be the inseparable part of knowledge management. It is consistent with the view that knowledge-management systems depend on success on knowledge sharing (Wang & Noe, 2010). Connelly (2000) defined knowledge sharing as the exchange of knowledge, or the behavior that help others with knowledge. Ipe (2003) thought that the knowledge sharing between individuals was the process that private individuals knowledge turn to be understood, absorbed and used by others, Renzl, Birgit (2008) showed that knowledge sharing within a team or between teams was crucial for organizations to develop the skills and capabilities, to enhance the value and sustain competitive advantage. Dyer and Nobeoka believed that knowledge sharing was to promote the exchange of knowledge between each other, to guide a correct learning direction, and to improve the ability to achieve personal and organizational goals, (Dyer, J. and Nobeoka, K. 2000), and Kang and Kim defined knowledge sharing as knowledge flow from the person who owns it to the person who needs it.(Kang, M. and Kim, Y. 1999),

Based on the aforementioned definitions, knowledge sharing can be considered a fundamental process within knowledge management. It involves the flow of knowledge from the individual who possesses it to the one who receives it, leading to the creation of new knowledge that benefits both individuals and the organization. This process contributes to the development of skills and capabilities, enhances value, and helps sustain competitive advantage.

I.2 Factors Affecting Knowledge Sharing

Knowledge sharing is a multifaceted process that is closely linked to an individual's relationship with colleagues, workgroups, and the organization as a whole. It involves the interaction between a knowledge sender—whether an individual or a group—and a knowledge receiver—also either an individual or a group—using various available technologies that facilitate the dissemination and exchange of knowledge throughout the organization. Accordingly, it is essential to study both the individual-level factors—such as the individual's awareness of the importance of sharing knowledge, trust in colleagues, personality traits, and level of job satisfaction—and the organizational-level factors, including the organizational structure, prevailing organizational culture, reward systems, and workflow processes.

I.2.1 Individual Level

The individual determinant encompasses a set of sub-variables that influence a person's behavior and the extent to which they share their knowledge and experiences with colleagues. These variables also affect an individual's daily actions, both in the workplace and in everyday life. They vary from one person to another due to differences in both genetic and acquired factors. Among the key individual factors are awareness, trust, personality, and job satisfaction. These elements play a significant role in shaping individual behaviors and actions, which is what prompted us to investigate these determinants.

I.2.1.1 Awareness

Reinhardt (2010, p. 20) refers to the concept of "knowledge awareness" as an individual's ability to assess another person's knowledge about a specific object. Knowledge awareness is developed through intensive social interactions in the workplace.(Jassim, A. K., & Al-Yasiri, W. W. 2017) Accordingly, awareness is considered a mental state associated with the individual, reflecting their ability to comprehend surrounding facts and realities, and their level of perception of what is happening around them through the use of their senses. Through social interaction, individuals can identify the knowledge possessed by their colleagues and compare it with their own knowledge and experiences.

I.2.1.2 trust

The researcher views trust as the positive expectations an individual holds regarding the actions and intentions of others. It significantly shapes the nature of interpersonal relationships, due to the advantages it offers—namely, the anticipation of goodwill based on the individual's familiarity with

their colleagues. Trust varies from one person to another and also refers to the positive expectations employees have toward the organization's policies and plans, believing that they align with their interests and contribute to the achievement of their goals.

Trust in others is understood as the degree or level of confidence that exists between any two parties. It is also considered a measure of loyalty to the other party. Furthermore, the concept of integrity or good faith in others aligns more closely with the notion of trust in the other party.

In this context, (Shehab et al. 2018) argue that trust is a crucial factor in knowledge sharing, as it influences both willingness and behavior. For their part, Sivaprakasam & Velrajan (2015) argue that A trust-based environment strongly encourages knowledge sharing and can mitigate an employee's attachment to knowledge.

I.2.1.3 Personality

Personality is the unique configuration of an individual's traits that shape their behavior and actions. It represents a set of distinctive characteristics that determine one's capacity to adapt to and engage with the surrounding external environment. Moreover, personality traits play a significant role in influencing individuals' knowledge-sharing behavior.

I.2.1.4 Job Satisfaction:

Job satisfaction refers to the positive feelings and emotions such as acceptance, happiness, and enjoyment that an employee experiences, first toward themselves, and then toward their job and the organization in which they work. It arises from the individual's perception of how well their job meets essential needs that align with their

qualifications, as well as the physical and mental effort they invest in their work, Job satisfaction consistently demonstrates a significant.

Employee Performance

II.1 Definition of Employee Performance

Employee performance is a critical factor for achieving organizational goals and refers to how well an employee fulfills their duties and responsibilities effectively (FA Triansyah & W Hejin. 2023), According to [Borman et al. \(1994\)](#) and [Sobaih et al. \(2019\)](#), job performance is the extent to which one is able to successfully carry out one's job tasks considering the normal constraints of the job and using the available resources. It includes two types of performance, namely task or in-role performance, and contextual or extra-role performance. Also, it refers to the employees' ability to achieve the expectations of the organization, Therefore, it is essential for companies to prioritize employee performance management to enhance productivity, efficiency, and quality of work output. (FA Triansyah & W Hejin. 2023). Employee performance is a measure of the extent to which an employee is able to Fulfill his duties and responsibilities properly and effectively, (Darvishmotevali, M., & Ali, F, 2020)

From the above, it is clear that performance refers to the set of activities and behaviors carried out by the individual with the aim of achieving the organization's goals. Performance also denotes the execution of assigned tasks by organizational members in a manner that contributes to attaining the organization's objectives and realizing its aspirations.

II.2 Key Factors Influencing Employee Performance

Employee performance is influenced by both personal and organizational factors that interact to shape how effectively individuals contribute to their roles and the organization's success.

In order to determine the level of employee performance, it is essential to identify the factors that influence such performance. In this context, researchers have encountered considerable difficulties in pinpointing the most influential factors. Nonetheless, the most significant factors commonly cited by researchers in this field can be summarized as follows:

II.2.1 Personal Factors Affecting Employee Performance

- **Motivation:** Intrinsic and extrinsic motivation drive the willingness to perform and persist in tasks. Employees with higher emotional commitment and motivation exhibit better performance outcomes (Xinyue Chen, 2024), In this regard Motivation acts as a critical driver for employees to exert effort and achieve goals, which directly enhances their work efficiency

and effectiveness (Neelima Rani Chintalapti,2021) and Motivated employees tend to perform better, exhibit higher engagement levels, and contribute more meaningfully to organizational objectives (R. Rathore, et al,2023).

- **Individual Characteristics and Competencies:** Personal attributes such as abilities, skills, knowledge, and personality traits directly impact how employees perform their duties. For example, characteristics like conscientiousness and openness to experience positively correlate with job performance, while other traits may have less influence (Achmad Bintang Herida Kasuma,2024).
- **Self-Esteem and Perceived Control:** Self-esteem and a sense of personal control positively affect employees' confidence and ability to perform tasks efficiently. Conversely, negative traits like pessimism may hinder performance(U. A. Abboh,2020).
- **Personal Values, Attitudes, and Behaviors:** Employees' attitudes towards their job, colleagues, and the organization influence their engagement and performance. Positive workplace behaviors often stem from constructive attitudes and alignment with organizational culture (Lukiyana Lukiyana & Fani Sofiyanti,2021), They reflect what a person considers important in life and work and influence how they evaluate situations and prioritize actions. For instance, values such as honesty, achievement, and selflessness shape ethical behavior and work motivation (A. Pattanaik, Sanjay Modi, & Sunil Budhiraja,2015).
- **Skills and Competencies:** Both hard and soft skills, including communication and emotional intelligence, determine employee capability and performance level. Competence combined with organizational support improves outcomes (Anthonius Anthonius,2021).
- **Health and Stress Levels:** Personal health and stress play critical roles; high stress or personal dilemmas reduce job performance by affecting focus and energy levels (Subha Imtiaz & Shakil Ahmad,2009).

II.2.2 Organizational Factors Affecting Employee Performance

- **Organizational Culture:** A strong, positive culture promotes employee commitment, motivation, and satisfaction, which in turn enhances performance. Culture characterized by shared values, norms, and supportive environments correlates with higher employee engagement and productivity (Mohammad Jasim Uddin, et al, 2012).
- **Work Environment:** Both physical and psychological aspects of the work environment play critical roles. Adequate facilities, supportive coworkers, reasonable workload, and a safe, comfortable environment increase employee performance. Work environment often mediates the relationship between leadership or motivation and performance(Naing Soe Win, et al, 2024)
- **Work Discipline and Job Design:** Discipline and well-designed roles contribute to performance by aligning employee efforts with organizational goals and maintaining consistent output quality.(Eti Ariyanti, , & Jaenudin, 2024).
- **Rewards and Incentives System:** Reward systems, encompassing both monetary and non-monetary rewards, serve as key drivers to boost employee motivation and productivity (Nurul Asyiqin, & E. Nazir,2021), Financial rewards such as salaries, bonuses, promotions, and incentives have been shown to positively influence employee attitudes, commitment, and work output(Rincey B Abraham & Sunita Kshatriya,2024), Non-monetary rewards, including recognition, appreciation, empowerment, career development opportunities, and a supportive work environment, also significantly impact employee motivation and job satisfaction(Goparaju Purna Sudhakar & R. Srinivasa Rao,2023), Studies demonstrate that combining financial and non-financial rewards tends to generate the highest improvements in employee performance (Nurmalita Dwiyantri & N. Dudiya,2019)
- **Leadership Style:** Leadership approaches, especially transformational and democratic styles, positively impact employee performance by fostering motivation, trust, engagement, and alignment with organizational goals. Conversely, autocratic and laissez-faire styles often have less positive or even negative effects (Immaculate Joseph Kirthika, et al, 2024).
- **Human Resource Practices (HRP):** Effective HR practices including recruitment, training and development, compensation, performance appraisal, and recognition significantly influence performance. These practices enhance employee skills, motivation, well-being, and

The relationship between knowledge sharing and employee performance.

Knowledge sharing is a critical factor in enhancing employee performance, leading to improved problem-solving, increased efficiency, and greater innovation. This relationship is often strengthened or influenced by various personal factors such as self-efficacy and motivation, and organizational factors like supportive culture, effective leadership, and technological infrastructure. (Ahlem Soualhia & Sami Boudabbouss, 2016), Knowledge sharing enhances employee collaboration and teamwork by sharing problem-solving experiences and new ideas, which improves the organization's ability to learn (Dyer and Nobioka, 2000; Cummings, 2014; Obrenovic et al., 2021), Accordingly, there is a strong and positive relationship between knowledge sharing and employee performance, as evidenced by the following:

- **Cooperation and Teamwork:** Sharing knowledge promotes cooperation and teamwork among employees, enabling them to exchange problem-solving experiences and new ideas, thereby improving the organization's learning capacity (N Kusumiarsono & IA Brahmasari, 2022).
- **Overall Performance Enhancement:** Studies confirm that knowledge sharing significantly influences overall employee performance and organizational success. (Juli Ariawan, et al, 2020) For instance, research on employees in the oil and gas industry and public sector organizations found a positive correlation between knowledge sharing and employee productivity (M. Saeed, 2016).
- **Problem Solving and Efficiency:** Knowledge sharing is an essential approach to creative problem solving, particularly in technology firms, and leads to increased job performance. Employees who share their experiences in knowledge databases can improve an organization's efficiency. (Hong, J. C et al, 2022).
- **Specific Performance Outcomes:** Knowledge sharing has been linked to improved outcomes in various aspects of individual performance, including innovation, job satisfaction, job roles and responsibilities, communication in teamwork, and the speed of completing tasks (Ibrahim S. Abdullah, 2017).
- **Reduced Redundancy:** Effective knowledge sharing among employees can significantly reduce errors and the repetition of unnecessary tasks within the organization, thereby enhancing performance through greater efficiency and effectiveness.

Second: The Practical Framework of the Study:

The study population consisted of 55 budget control employees in the state of Biskra, Algeria. Fifty questionnaires were distributed to all employees of the study body, and all were returned in full, yielding a response rate of 100%. Six questionnaires were invalid, while 44 questionnaires were valid for analysis, representing a response rate of 88%.

First: Validity and Reliability Testing of the Research Instrument

The reliability test results, using **Cronbach's Alpha coefficient**, revealed a value of **0.917** for the **48-item questionnaire**. This exceptionally high coefficient indicates a strong level of internal consistency and reliability of the research instrument. Accordingly, the questionnaire can be considered highly reliable and suitable for measuring the study variables with a high degree of confidence.

Second: Demographic Characteristics of the Study Sample

The study sample consisted of 44 employees and was characterized by the following demographic attributes:

1. Gender

The sample included 20 male employees (45.5%) and 24 female employees (54.5%). These results indicate a relatively balanced gender distribution within the organization under study, with a slight predominance of female employees. This distribution may be attributed to the institution's recruitment policies, which are based on the principles of equal opportunity and non-discrimination in employment.

Furthermore, the results reflect a diverse work environment in terms of gender, which may contribute

to enhancing knowledge exchange and experience sharing through the diversity of perspectives and professional backgrounds. The near-equal representation of males and females also increases the balance and objectivity of the study findings.

Moreover, the absence of statistically significant differences attributable to gender in evaluating employee performance suggests that knowledge sharing and professional performance are influenced more by organizational and individual factors than by employees' gender.

2. Age

The findings revealed that the 30–40 years age group ranked first, comprising 26 employees (59.1%), followed by the 41–50 years age group with 11 employees (25%). Employees aged below 30 years accounted for 5 respondents (11.4%), while those aged above 50 years represented only 2 employees (4.5%).

These results indicate the dominance of the middle-age category (30–40 years), which is generally characterized by professional stability, job maturity, and a strong motivation to improve performance and demonstrate competence. Individuals in this age group often possess a valuable combination of energy and enthusiasm on the one hand, and practical experience on the other, making them more receptive to exchanging knowledge and expertise with colleagues.

The relatively low proportion of employees under the age of 30 may reflect limited recent recruitment within the organization, whereas the small percentage of employees over 50 years old may be associated with retirements or the limited number of senior managerial positions. Overall, the findings suggest that the organization relies heavily on human resources at a stage of professional maturity and high productivity, which may help explain the elevated performance levels observed in the study.

3. Professional Experience

Employees with less than 5 years of experience represented 15.9% of the sample, while those with 5–10 years of experience constituted the largest group at 47.7%. Employees with 10–15 years of experience accounted for 27.3%, whereas those with more than 15 years of experience represented 9.1% of the sample.

More specifically, the 5–10 years experience category ranked first with 21 employees (47.7%), followed by the 10–15 years category with 12 employees (27.3%), then the less than 5 years category with 7 employees (15.9%), and finally the more than 15 years category with 4 employees (9.1%).

The results indicate that approximately three-quarters of the respondents (75%) possess more than five years of professional experience, reflecting a relatively stable workforce within the organization. The high proportion of employees with moderate experience (5–10 years) suggests that the institution relies on personnel who have accumulated sufficient practical knowledge and expertise to contribute effectively to knowledge-sharing processes.

Conversely, the relatively low proportion of highly experienced employees (more than 15 years) may be explained by retirement trends or limited recruitment during previous periods. From a knowledge-sharing perspective, the presence of employees with varying levels of experience creates opportunities for transferring tacit knowledge from senior staff to less experienced employees, thereby enhancing overall organizational performance.

4. Educational Qualification

The results showed that employees holding a Master's degree constituted the largest proportion of the sample, with 22 employees (50%). They were followed by those holding other qualifications with 7 employees (15.9%), Bachelor's degree holders with 6 employees (13.6%), employees with secondary education or below with 5 employees (11.4%), and finally those holding postgraduate qualifications with 4 employees (9.1%).

These findings reflect the relatively high educational level of the respondents, as approximately 59.1% of the employees hold advanced university degrees (Master's and postgraduate qualifications). This result may be attributed to the nature of the jobs within the organization, which require a high level of academic preparation and the ability to deal with specialized knowledge.

A higher educational level may also enhance employees' capacity to share and utilize knowledge, given the analytical and communication skills they possess, which facilitate knowledge creation and dissemination within the organization. Nevertheless, the absence of statistically significant differences based on educational qualification suggests that high employee performance is not solely determined by educational attainment; rather, it is also influenced by practical experience, organizational culture,

and a supportive environment for knowledge sharing.

Third: Analysis of Mean Scores

1. Knowledge Sharing

The overall mean score for the knowledge-sharing variable was 3.3371, with a standard deviation of 0.47087, indicating a moderate-to-high level of knowledge sharing within the organization.

Individual Dimension

The individual dimension recorded a mean score of 3.7924, suggesting that employees possess positive attitudes toward knowledge exchange and sharing.

Among the highest-rated statements were:

“I can voluntarily share my knowledge and experience with my colleagues without hesitation” (Mean = 4.4318).

“I am convinced of the importance of sharing my knowledge and experience with my colleagues” (Mean = 4.3636).

These findings reflect a high level of awareness and recognition among employees regarding the importance of knowledge sharing and its contribution to workplace effectiveness.

Organizational Dimension

In contrast, the organizational dimension achieved a mean score of only 2.8818, representing a moderate but relatively low level, which indicates the existence of organizational shortcomings in supporting knowledge-sharing practices.

The lowest-rated statements included:

“The organization's compensation system encourages knowledge sharing” (Mean = 1.8182).

“Management provides incentives and rewards that encourage employees to share knowledge” (Mean = 1.8864).

These results suggest weaknesses in the formal motivational mechanisms designed to support knowledge exchange. Although employees demonstrate a strong personal willingness to share knowledge, the organizational environment appears to provide insufficient incentives and institutional support to foster and sustain such behavior. Consequently, strengthening reward systems and implementing effective knowledge-sharing policies may enhance the overall level of knowledge sharing within the organization.

Fourth: Employee Performance Level

The results indicated that the mean score for the Employee Performance variable was 4.0253, with a standard deviation of 0.53500, reflecting a high level of job performance among employees within the organization.

The highest-rated statements were:

“Reviewing work to identify and correct errors” (Mean = 4.5455).

“Adhering to and implementing organizational instructions” (Mean = 4.4545).

“Completing assigned duties within the specified time frame” (Mean = 4.4091).

These findings demonstrate a high degree of professional commitment, discipline, and responsibility among employees. They also suggest that respondents place considerable emphasis on work quality, compliance with organizational procedures, and timely task completion, all of which are key indicators of effective job performance.

Overall, the results reflect a workforce characterized by strong professional standards and a commitment to achieving organizational objectives efficiently and effectively.

Fifth: Testing the Hypothesis of the Effect of Knowledge Sharing on Employee Performance

The results of the simple linear regression analysis revealed the following:

Correlation coefficient (R) = 0.592

Coefficient of determination (R^2) = 0.350

F-statistic = 22.636

Significance level (Sig.) = 0.000 (< 0.05)

Interpretation of Results

The findings indicate a positive and statistically significant effect of knowledge sharing on employee performance. Specifically, knowledge sharing explains approximately 35% of the variance in employee performance, while the remaining proportion is attributed to other factors not included in the study model.

Accordingly, the main hypothesis is accepted, which states that there is a statistically significant effect of knowledge sharing on employee performance.

Sixth: Stepwise Regression Results

The results of the stepwise regression analysis are presented as follows:

Individual Dimension

$$\beta = 0.513$$

$$\text{Sig} = 0.000$$

$$R^2 = 0.263$$

These results indicate that the individual dimension has a positive and statistically significant effect on employee performance. It alone explains 26.3% of the variance in employee performance.

Organizational Dimension

$$\beta = 0.337$$

$$\text{Sig} = 0.015$$

When added to the model, the explanatory power increased to:

$$R^2 = 0.364$$

This means that both dimensions together explain 36.4% of the variation in employee performance.

The findings suggest that the individual dimension exerts the strongest influence on improving employee performance compared to the organizational dimension, although the latter remains statistically significant.

I. Seventh: Correlation Analysis

The correlation matrix revealed the following results:

Variable	Correlation Coefficient	Significance (Sig.)
Individual Dimension $\times$ Performance	0.513	0.000
Organizational Dimension $\times$ Performance	0.473	0.001
Overall Knowledge Sharing $\times$ Performance	0.592	0.000

The results indicate the presence of **positive, moderately strong, and statistically significant correlations** between knowledge sharing and employee performance. This suggests that higher levels of knowledge sharing—whether at the individual or organizational level—are associated with improved employee performance within the study sample.

Eighth: Effect of Demographic Variables

The results of the difference tests revealed the following:

Gender

No statistically significant differences were found according to gender:

$$\text{Sig} = 0.675 (> 0.05)$$

Age

No statistically significant differences were observed according to age:

$$\text{Sig} = 0.478 (> 0.05)$$

Professional Experience

No statistically significant differences were found based on experience:

$$\text{Sig} = 0.474 (> 0.05)$$

Educational Qualification

No statistically significant differences were detected according to educational level:

$$\text{Sig} = 0.313 (> 0.05)$$

Interpretation

These findings indicate that demographic variables (gender, age, experience, and educational qualification) do not have a statistically significant effect on the study variables. This suggests that perceptions and evaluations within the sample are relatively consistent regardless of respondents'

personal characteristics.

Conclusion:

It can be concluded that knowledge sharing represents a key factor in improving employee performance. The strongest influence is attributed to individual factors, particularly employees' conviction, trust, and willingness to share knowledge. In contrast, the organization appears to suffer from a weak formal organizational support system for knowledge sharing, especially in terms of incentives, rewards, and mechanisms that encourage knowledge exchange.

Accordingly, the study recommends the following:

Developing a system of material and moral incentives linked to knowledge sharing.

Strengthening an organizational culture based on trust and collaboration.

Reducing organizational barriers that hinder knowledge flow.

Providing a supportive work environment for collective learning and experience sharing.

Integrating knowledge sharing into employee performance evaluation criteria.

Overall, the findings confirm that investing in knowledge sharing constitutes an effective approach to enhancing employee performance within the organization under study.

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