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Investigating the impact of knowledge sharing system on workplace deviance: a moderated mediated process model in Indian IT sector

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Number.)

Abstract

Purpose
This study aims to ascertain the impact of perceived knowledge sharing systems on destructive and constructive deviance through employee engagement. Also, this study explores the moderating role of perceived organizational support (POS).

Design/methodology/approach
Data were collected from 403 entry-level IT employees. Structural equation modeling and PROCESS macro by Preacher and Hayes were used to examine the proposed hypotheses.

Findings
Results specified a significant impact of perceived knowledge sharing systems on employee engagement, which in turn, exhibited a negative relationship with a destructive and positive relationship with constructive deviance, respectively. Results revealed that employee engagement significantly mediated the relationship between perceived knowledge sharing systems and destructive and constructive deviance. Concerning moderating role of POS, it was found that at a high level of POS, the effect of knowledge sharing systems on employee engagement was significant in a positive direction and reached its highest level. Finally, for moderated mediation, results only supported the indirect effects of knowledge sharing systems on destructive deviance through employee engagement at different levels of POS.

Research limitations/implications
This study infers that IT organizations must implement measures to enhance employee engagement and POS by investing in embedded knowledge sharing systems. This will not only cater to the customized needs of employees but will also reduce destructive deviance and stimulate constructive deviance.

Given a few studies integrating workplace deviance, this is the first study that proposes an integrated process model to overcome destructive and stimulate constructive deviance among IT employees by assessing the role of knowledge sharing systems as an antecedent, employee engagement as a mediator and POS as a moderating variable.

Keywords

Employee engagement   Perceived organizational support

Structural equation modeling   Destructive deviance   Constructive

PROCESS macro   Knowledge sharing systems