



# How Knowledge Sharing Promotes Work Engagement: A Multilevel Study on Mediation and Moderation Mechanisms

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**Abstract.** This study aims to explore how knowledge sharing influences employees' work engagement through the mediating effect of job creativity and to verify the moderating roles of psychological safety and perceived organizational support in this process. By performing regression analysis and testing mediation and moderation effects on survey data collected from 300 employees across various organizations, the results show that knowledge sharing significantly enhances job creativity, thereby indirectly promoting work engagement. Additionally, psychological safety positively moderates the impact of knowledge sharing on job creativity, while perceived organizational support positively moderates the effect of job creativity on work engagement. These findings underscore the importance of knowledge sharing in enhancing employee work engagement and highlight the critical roles of psychological safety and organizational support in fostering this process. This study provides valuable guidance for organizational management practices, recommending that organizations improve employees' psychological safety and perceived organizational support to maximize the utility of knowledge sharing.

**Keywords:** Knowledge sharing; Job creativity; Work engagement; Psychological safety; Perceived organizational support; Mediation effect; Moderation effect.

## 1 Introduction

In the context of globalization and the knowledge economy, knowledge sharing has been widely recognized as a key driver of organizational success and innovation. Knowledge sharing refers to the process of individuals transmitting their knowledge, skills, and experiences to others through communication and interaction, thus achieving the dissemination and utilization of knowledge [1]. In organizational settings, knowledge sharing not only strengthens team collaboration but also promotes overall performance and sustained innovation capabilities [2]. However, the role of knowledge sharing extends beyond its direct effects; analyzing its impact on employees' individual

work behaviors and psychological states has become a significant focus in management and organizational behavior studies.

Employee work engagement, defined as the high level of enthusiasm, focus, and dedication that individuals display in their work, represents an ideal state that organizations strive for. Studies have shown that knowledge sharing can foster work engagement through various pathways, yet the underlying mechanisms remain insufficiently understood [3]. One possible explanation is that knowledge sharing enhances employees' job creativity, thereby indirectly influencing work engagement. Job creativity, which refers to employees' ability to generate novel and valuable ideas and approaches in their work, is a potential mediating variable that can lead to high levels of work engagement [4]. Through knowledge sharing, employees not only expand their knowledge base but also stimulate creative thinking and innovation, which may ultimately encourage them to engage more actively in their work.

However, explaining the relationship between knowledge sharing and work engagement solely through mediation effects may be overly simplistic, as certain moderating factors in the actual organizational environment could significantly affect this relationship. Psychological safety, which refers to the belief that individuals will not face punishment or negative consequences for expressing opinions and ideas at work, may moderate the relationship between knowledge sharing and job creativity. In a high-psychological-safety environment, employees are more willing to actively share knowledge and stimulate creativity, thus enhancing the efficacy of knowledge sharing [5]. Conversely, an environment lacking psychological safety may hinder the flow of knowledge, leading employees to be conservative in expressing creativity.

Another key moderating factor is perceived organizational support, or the extent to which employees perceive that the organization cares about their well-being and values their contributions. This factor may affect the transmission effect of job creativity on work engagement. When perceived organizational support is high, employees are more likely to integrate creative work into their actual tasks, demonstrating higher levels of work engagement [6]. In contrast, a lack of perceived organizational support may lead employees to lack the motivation to showcase creativity, thereby limiting the enhancement of work engagement.

While existing studies emphasize the positive impact of knowledge sharing on organizational performance and employee development [7], systematic research on how knowledge sharing influences work engagement through the mediating role of job creativity remains relatively limited. Furthermore, studies that explore the moderating roles of psychological safety and perceived organizational support are even scarcer. This research aims to fill this gap by proposing and verifying three core hypotheses: that knowledge sharing significantly influences work engagement through the mediating role of job creativity; that psychological safety positively moderates the impact of knowledge sharing on job creativity; and that perceived organizational support positively moderates the effect of job creativity on work engagement.

The theoretical contribution of this study lies in revealing the complex pathway through which knowledge sharing affects work engagement and its mechanisms in different contexts. Its practical significance provides organizational managers with guid-

ance, helping them focus on enhancing psychological safety and perceived organizational support when formulating knowledge management and employee development strategies to achieve higher employee work engagement and organizational performance.

## **2 Literature Review**

### **2.1 The Role of Knowledge Sharing and Research Progress**

In both academia and practice, knowledge sharing is regarded as a critical driver of organizational learning and innovation [8]. It involves the process where employees exchange information, experiences, and skills through formal or informal channels. Such exchanges not only help improve workflows but also introduce new ideas and solutions to problems. Studies have shown that knowledge sharing can enhance employees' knowledge base and skill levels, enabling them to tackle complex tasks more effectively, thus enhancing organizational adaptability and competitiveness. The value of knowledge sharing is not limited to the collective level; its impact on individual employees has also garnered increasing attention. For instance, research indicates that when employees engage in knowledge sharing, the feedback and new insights they gain can help them better understand their roles and responsibilities, thereby improving personal job satisfaction and work engagement [9].

Although substantial research has examined the effects of knowledge sharing on organizational performance, many of these studies focus on its macro-level impacts, overlooking the micro-level mechanisms that operate on individual employees. Specifically, how knowledge sharing affects employees' psychological states and behaviors through intermediary variables remains underexplored, which provides a new direction for understanding the link between individual and organizational outcomes of knowledge sharing.

### **2.2 The Mediating Role of Job Creativity between Knowledge Sharing and Work Engagement**

In organizational behavior studies, job creativity is considered a crucial factor driving innovation and performance. Not only does it boost employees' sense of accomplishment, but it also enhances organizational innovation and flexibility. Previous research has pointed out that knowledge sharing provides employees with diverse perspectives and information, creating fertile ground for fostering creative thinking. By participating in knowledge sharing, employees can transcend personal knowledge boundaries, integrate others' experiences and suggestions, and discover more innovative solutions. This boost in job creativity can stimulate employees' proactivity in their tasks, promoting a deeper level of work engagement and long-term commitment [10].

The mechanism by which job creativity acts as a mediating variable can be explained through social learning theory. This theory posits that individuals acquire new behaviors and knowledge by observing others and interacting with their environment.

Knowledge sharing offers a platform for such learning and interaction, allowing employees to develop new work methods and creative solutions through the exchange of knowledge and experiences. Since this creativity can help employees tackle challenges, improve work efficiency, and realize self-worth, the positive relationship between job creativity and work engagement has been gradually validated.

### **2.3 The Moderating Role of Psychological Safety**

Psychological safety is an organizational climate characteristic, defined as the extent to which employees feel free to express opinions and ideas without fear of negative evaluation or punishment [11]. Psychological safety not only increases employees' willingness to engage in knowledge sharing but also promotes creative behaviors [12]. When employees feel psychologically safe, they are more willing to take risks, participate in the innovation process, and experiment with new work methods [13]. Therefore, psychological safety maximizes the positive impact of knowledge sharing on job creativity [14]. In environments that lack psychological safety, employees are more likely to remain silent to avoid potential criticism or conflict, thereby limiting the depth and breadth of knowledge sharing [15].

The moderating role of psychological safety can be explained by interaction effect theory, which posits that individual behavior and psychological states are influenced by interactions between the environment and personal traits [16]. Specifically, psychological safety provides employees with a supportive environment, enabling them to confidently share and apply knowledge, thereby enhancing creativity. Studies have also found that a work environment with high psychological safety can strengthen trust among team members, fostering more diverse perspectives and creative solutions [17].

### **2.4 The Moderating Role of Perceived Organizational Support**

Perceived organizational support (POS) refers to employees' subjective perception of the organization's concern for their well-being and appreciation of their contributions. Higher POS is often associated with increased job satisfaction and organizational commitment. Research shows that POS influences not only employees' emotional states but also their behaviors, both directly and indirectly [18]. For the relationship between job creativity and work engagement, POS may play an important moderating role. When employees perceive support and recognition from the organization, they exhibit higher confidence and enthusiasm in implementing creative work, which helps to elevate work engagement [19].

Employees in high POS environments are more likely to translate creative ideas into actual actions [20]. When facing challenges and difficulties, they are more inclined to invest extra effort, dedicating more time and energy to achieve innovative results, thereby displaying higher engagement in their daily work. Conversely, when POS is low, employees may lack the motivation to put creative ideas into practice, leading to a decrease in work engagement [21].

## **2.5 Research Innovations and Summary of the Literature**

Although the relationship between knowledge sharing, job creativity, and work engagement has been preliminarily explored in different studies, a multilevel investigation combining mediation and moderation mechanisms is still insufficient. Existing studies mostly focus on the direct effects of knowledge sharing, lacking a comprehensive analysis of its mediating variables and moderating factors. This study addresses this gap by proposing a pathway through which knowledge sharing influences work engagement via job creativity and further explores the moderating roles of psychological safety and perceived organizational support in this pathway.

This multilevel research approach helps to develop a more comprehensive understanding of the mechanisms of knowledge sharing and provides a new theoretical framework for future studies. In terms of organizational practice, the findings of this study offer valuable recommendations for organizational managers, helping them optimize knowledge management strategies and create work environments conducive to knowledge sharing and creativity, thereby enhancing overall work engagement and performance.

## **3 Research Hypotheses**

Based on the literature review and theoretical framework outlined above, this study proposes the following hypotheses to explore the relationships among knowledge sharing, job creativity, psychological safety, perceived organizational support, and work engagement.

### **3.1 Knowledge Sharing Significantly Influences Work Engagement through the Mediating Role of Job Creativity**

Existing research indicates that knowledge sharing can enhance employees' knowledge accumulation and innovation capabilities, thereby promoting job creativity [22]. Job creativity plays a key role in encouraging employees to engage actively in their work and increasing their enthusiasm and focus. Therefore, this study hypothesizes that job creativity mediates the relationship between knowledge sharing and work engagement. This hypothesis aims to test whether knowledge sharing indirectly promotes work engagement by enhancing employees' creativity.

H1: Knowledge sharing (KSB) significantly influences work engagement (WE) through the mediating role of job creativity (WC).

### **3.2 Positive Moderating Role of Psychological Safety**

Psychological safety is considered an essential environmental factor for employees when sharing opinions and knowledge. When employees feel psychologically safe, they are more willing to actively participate in knowledge sharing and creative activities, as they have fewer concerns about failure or criticism. Psychological safety can strengthen

the impact of knowledge sharing on job creativity [23]. Therefore, this study proposes the following hypothesis to verify the moderating role of psychological safety in this process.

H2: Psychological safety (PS) positively moderates the impact of knowledge sharing (KSB) on job creativity (WC), such that the effect is stronger under high psychological safety conditions.

### **3.3 Positive Moderating Role of Perceived Organizational Support**

Perceived organizational support refers to employees' perception of the organization's appreciation and support for their work and contributions. POS can boost employees' confidence and willingness to apply creative solutions in their work, which in turn influences their level of work engagement [24]. This study hypothesizes that when employees perceive higher organizational support, the effect of job creativity on work engagement is more significant.

H3: Perceived organizational support (POS) positively moderates the impact of job creativity (WC) on work engagement (WE), such that the effect is stronger under high POS conditions.

## **4 Research Methodology**

### **4.1 Research Design and Data Collection**

This study employs a quantitative research method, collecting data through structured questionnaires to test hypotheses and explore the relationships among knowledge sharing, job creativity, psychological safety, perceived organizational support, and work engagement. The research subjects are employees from various organizations across multiple industries to ensure the external validity of the findings. Data were collected anonymously online, ensuring the participants' voluntariness and the authenticity of the data.

### **4.2 Sample and Data Collection Process**

The sample for this study was obtained through random sampling, targeting employees of varying positions and experience backgrounds. A total of 300 valid questionnaires were collected, with a near-equal gender ratio, and the majority of participants were aged between 25 and 45. The data collection process strictly adhered to ethical standards and data privacy policies to protect participant confidentiality.

### **4.3 Measurement Tools and Variable Definitions**

Measurement tools included standardized scales to ensure data reliability and validity. All scales used a five- or seven-point Likert scale, with scores ranging from "strongly disagree" to "strongly agree."

**Knowledge Sharing (KSB):** This variable was measured using a standardized scale developed by Zhang (2016) [25] to assess the frequency and extent of employees' knowledge exchange and sharing in the workplace.

**Job Creativity (WC):** This variable was measured using a creativity behavior scale to evaluate employees' abilities to generate novel solutions and apply innovative thinking in their work. The scale was developed by Pan (2013) [26].

**Work Engagement (WE):** This variable was measured through a questionnaire assessing employees' investment of time, energy, and emotional commitment to their work, including aspects such as focus, vigor, and dedication. The scale was developed by Schaufeli et al. (2002) [27].

**Psychological Safety (PS):** Psychological safety was measured using a scale that assesses whether employees feel safe and supported when expressing opinions and participating in discussions. The scale was developed by Li (2017) [28].

**Perceived Organizational Support (POS):** POS was assessed using a questionnaire that measures employees' perceptions of organizational care for their well-being and recognition of their contributions. The scale was developed by Liu et al. (2015) [29].

#### **4.4 Data Analysis Methods and Software Tools**

The data analysis primarily used descriptive statistics, correlation analysis, and regression analysis to test each hypothesis. The specific steps included:

**Descriptive Statistics Analysis:** Summarizing the basic characteristics of the data, including means, standard deviations, etc., to understand the general trends and distribution of the data.

**Correlation Analysis:** Exploring the basic relationships among variables to provide preliminary support for subsequent hypothesis testing.

**Mediation Effect Test:** Conducted using the Baron & Kenny mediation analysis method [30] and the Sobel test to verify the mediating role of job creativity between knowledge sharing and work engagement.

**Moderation Effect Test:** Multiple regression analysis was used to test for moderation effects, examining the roles of psychological safety and perceived organizational support, and using interaction terms to verify their significance.

The statistical software used for data analysis included SPSS and AMOS to ensure the accuracy of model testing and hypothesis testing. Additionally, the PROCESS macro was used for more complex moderation and mediation analyses, enhancing the explanatory power of the results.

## **5 Research Results**

### **5.1 Descriptive Statistics and Correlation Analysis**

Descriptive statistics and correlation analysis were conducted for the main variables, and the results show significant positive correlations among knowledge sharing, job

creativity, work engagement, psychological safety, and perceived organizational support. This lays the groundwork for subsequent mediation and moderation effect analyses.

## 5.2 Mediation Effect Test

To verify the mediating effect of job creativity between knowledge sharing and work engagement, a staged regression analysis was conducted. The results are reported below:

**Table 1.** Mediation effect test

Path	Regression Coefficient	Standard Error	t-value	p-value	Result
KSB -> WC	0.4179	0.0216	19.286	<0.001	Significant
WC -> WE	0.623	0.045	13.834	<0.001	Significant
KSB -> WE	-0.0064	0.0253	-0.252	0.801	Not significant
Total Effect (KSB->WE)	0.2606	-	-	-	Significant via Mediation

As shown in the table, knowledge sharing significantly affects job creativity, and job creativity significantly affects work engagement. When controlling for the mediating variable of job creativity, the direct effect of knowledge sharing on work engagement is not significant, indicating that job creativity fully mediates the relationship between knowledge sharing and work engagement. The analysis of Mediation effects is shown in Table 1.

## 5.3 Moderation Effect Test

To verify the moderating roles of psychological safety and perceived organizational support, an interaction term regression analysis was conducted. The results are as follows:

### 5.3.1 Moderation Effect of Psychological Safety (H2).

**Table 2.** The moderating effect of psychological safety

Variable	Regression Coefficient	Standard Error	t-value	p-value	Result
KSB	-0.3523	0.0181	-19.446	<0.001	Significant
PS	-0.7653	0.0181	-42.313	<0.001	Significant
KSB * PS	0.1904	0.0041	46.73	<0.001	Significant (Moderation)



The table shows that psychological safety positively moderates the relationship between knowledge sharing and job creativity. That is, under conditions of high psychological safety, the positive impact of knowledge sharing on job creativity is more significant. The analysis of Moderation effects is shown in Table 2 & Figure 1.

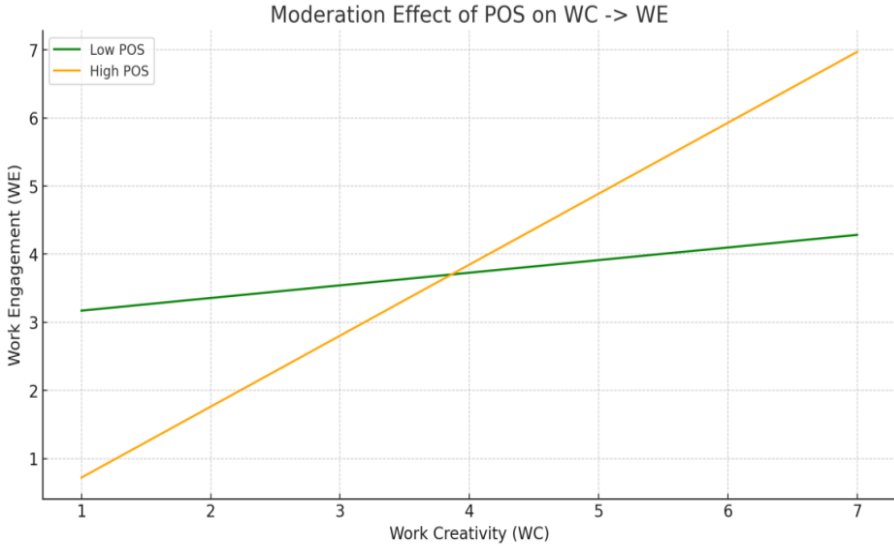


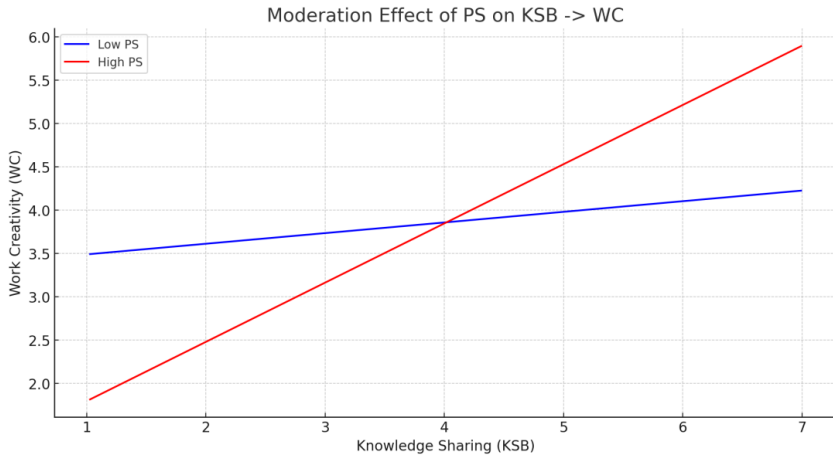
Fig. 1. Moderation Effect of POS on WC->WE

5.3.2 Moderation Effect of Perceived Organizational Support (H3).

Table 3. The moderating effect of perceived organizational support

Variable	Regression Co-efficient	Standard Error	t-value	p-value	Result
WC	-0.5658	0.0367	-15.399	<0.001	Significant
POS	-1.1459	0.0338	-33.888	<0.001	Significant
WC * POS	0.2967	0.0086	34.569	<0.001	Significant (Moderation)

This result verifies Hypothesis H3, indicating that perceived organizational support positively moderates the effect of job creativity on work engagement. Under conditions of high perceived organizational support, the impact of job creativity on work engagement is more pronounced. The analysis of Moderation effects is shown in Table 3 & Figure 2.



**Fig. 2.** Moderation Effect of PS on KSB->WC

## 5.4 Summary of Results

The empirical findings validate all three hypotheses in this study. Knowledge sharing significantly influences work engagement through the mediating role of job creativity, and both psychological safety and perceived organizational support positively moderate this process. These findings provide empirical support and theoretical basis for designing organizational management and motivational mechanisms.

## 6 Conclusion

### 6.1 Main Findings and Theoretical Implications

This study uses empirical analysis to examine the pathway through which knowledge sharing influences work engagement, as well as the moderating roles of psychological safety and perceived organizational support in this process. The results show that knowledge sharing can indirectly promote work engagement by enhancing employees' job creativity. This finding provides new perspectives on the importance of knowledge sharing in organizational behavior research and confirms the mediating role of job creativity [31]. Additionally, psychological safety significantly moderates the impact of knowledge sharing on job creativity, suggesting that in an environment where employees feel safe to express themselves, the positive effects of knowledge sharing on job creativity are more evident. Likewise, perceived organizational support positively moderates the relationship between job creativity and work engagement, showing that high perceived organizational support amplifies the positive effect of job creativity on work engagement.

These results expand the understanding of the relationship between knowledge sharing and work engagement, emphasizing the importance of organizational environment and psychological factors. Psychological safety and perceived organizational support,

as moderating variables, offer a pathway for future research into how employees' psychological states and external support jointly influence their behavior.

## 6.2 Practical Implications

This study offers valuable insights for organizational management practices. First, managers should encourage and facilitate knowledge sharing within the organization, ensuring that employees are supported in exchanging information and experiences. By increasing the frequency and depth of knowledge sharing, organizations can indirectly promote employee work engagement and enhance overall performance.

Second, fostering a psychologically safe work environment is essential for improving the effects of knowledge sharing. Managers can cultivate an open and inclusive culture, making employees feel that expressing opinions and engaging in creative thinking is supported and valued. This environment not only facilitates the free flow of knowledge but also stimulates employee creativity.

Finally, perceived organizational support should be a strategic priority to ensure employees feel their efforts and innovations are recognized and supported. Specific actions could include providing resource support, establishing a fair incentive system, and regularly offering feedback on employee contributions. Increasing perceived organizational support can boost employees' confidence and willingness to invest more time and energy in their work.

## 6.3 Research Limitations and Future Directions

While this study provides significant theoretical and practical contributions, it has some limitations. First, the data is derived from self-reported questionnaires, which may introduce subjective bias. Future studies could incorporate additional data sources, such as supervisor evaluations or behavioral tracking, to enhance the objectivity of the results. Second, this study uses cross-sectional data, which does not establish causality. Future research could employ longitudinal data or experimental designs to further verify causal pathways.

Future research could also explore different organizational and cultural contexts to examine the generalizability of these findings. Additionally, introducing more moderating variables, such as leadership behavior and team atmosphere, could enrich the complex pathways by which knowledge sharing and job creativity influence work engagement.

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