How overloaded employees can use resilience and forgiveness resources to overcome dissatisfaction and maintain their knowledge-sharing efforts

Abstract

Purpose—Drawing on conservation of resources theory, this study examines how employees' experiences of excessive workloads may direct them away from efforts to share knowledge with other organizational members, as well as the circumstances in which this process is more or less likely. To untangle the process, the authors predict a mediating role of job dissatisfaction and moderating roles of two complementary resources that help employees cope with failure: resilience as a personal resource and organizational forgiveness as an organizational resource.

Design/methodology/approach—Survey data were gathered from employees of an organization that operates in the construction retail sector. The Process macro provides an empirical test of the moderated mediation dynamic that underpins the proposed conceptual framework.

Findings—The statistical findings affirm that an important channel through which employees' perceptions that their work demands are unreasonable escalate into a diminished propensity to share knowledge is their lack of enthusiasm about their jobs. Their ability to recover from challenging work situations and their beliefs that the organization does not hold grudges against people who commit mistakes both mitigate this harmful effect.

Originality/value—This study explicates an unexplored harmful effect of strenuous workloads on knowledge sharing, which is explained by employees' beliefs that their organization fails to provide satisfactory job experiences. This effect also is mitigated to the extent that employees can draw from valuable personal and organizational resources.

Practical implications—For organizational practitioners, this research shows that when employees feel frustrated about extreme work pressures, the resource-draining situation may escalate into diminished knowledge sharing, which might inadvertently undermine their ability to receive valuable feedback for dealing with the challenges. From a positive perspective, individual resilience and organizational forgiveness represent resources that can protect employees against this negative spiral.

Keywords— work overload; job dissatisfaction; knowledge sharing; resilience; organizational forgiveness; conservation of resources theory

Paper type—Research paper

Introduction

When employees go out of their way to share the valuable knowledge they possess (i.e., engage in knowledge-sharing effort), it benefits their employer, such as by contributing to its innovative capabilities (Ramos Cassia *et al.*, 2020), sustainability (Batool *et al.*, 2023), and customer ratings (Nguyen and Malik, 2022). It also can help the employees themselves, by enhancing their creative abilities (De Clercq and Pereira, 2020) or job performance (Nguyen *et al.*, 2023; Vuong and Hieu, 2023). But sharing valuable knowledge also is challenging; employees might worry about ceding the power or status they gain from their exclusive access to certain knowledge or about the possibility that others will use such shared knowledge to undermine their privileges (Boh and Wong, 2015; Liu and DeFrank, 2013). Moreover, knowledge-sharing efforts might earn employees a reputation for being politically motivated or acting like a "know-it-all" (Hochwarter *et al.*, 2020).

Because of the benefits, extant research tends to focus on enablers of knowledge sharing, including intrinsic rewards (Zhao *et al.*, 2023), organizational commitment (Borges *et al.*, 2019), inclusive leadership (Morinaga *et al.*, 2023), job autonomy (Wu *et al.*, 2023), and tenacity (De Clercq and Belausteguigoitia, 2017). But in light of its challenges, such enablers might be insufficient, especially if employees experience adverse, resource-draining work situations. For example, employees are less likely to share knowledge when they suffer workplace ostracism (Takhsha *et al.*, 2020) or supervisor incivility (Sharifirad, 2016). Faced with such inhibitors, employees might sense that their employer cares little about their professional well-being, a disappointing scenario that likely lowers their willingness to devote effort to share their expertise (Yeboah, 2023). We consider a hitherto unexplored inhibitor of knowledge-sharing efforts, namely, employees' work overload (Poulose and Dhal, 2020; Wan *et al.*, 2024). Due to this

resource-depleting work condition (Montani and Dagenais-Desmarais, 2018), employees suffer significant work pressures and sense that the pace of work is too fast, work deadlines are unrealistic, or their work backlog is overwhelming (Janssen, 2001; Sofyan *et al.*, 2023). Perceived work overload can lead employees to develop career plateau beliefs (Huo and Zhou, 2023) or a sense of job insecurity (Kmieciak, 2023), as well as to avoid creative (De Clercq and Belausteguigoitia, 2019) or organizational citizenship (Montani and Dagenais-Desmarais, 2018) behaviour; we posit that this notable source of work adversity also may escalate into diminished knowledge-sharing efforts. Investigating this link is critical, because employees need a fuller understanding of how excessive workloads might undermine productive knowledge exchanges with their colleagues that ultimately could help, such as by revealing novel solutions for dealing with their excessive workload (De Clercq and Pereira, 2020).

   With this research, we specifically investigate (1) *how* work overload might translate into diminished knowledge-sharing efforts and (2) *in what circumstances* this translation is more or less likely to transpire. First, we postulate that an important conduit for this translation is employees' growing sense that their organization is depriving them of a satisfactory job situation (De Clercq *et al.*, 2023b; Shakoor *et al.*, 2023). Consistent with the premises of conservation of resources (COR) theory (Hobfoll *et al.*, 2018), exposure to excessive work pressures may render employees hesitant to direct personal energy to sharing valuable knowledge, because they *criticise* their employer for functioning in ways that make them unhappy with their jobs, as a means to protect their self-esteem resources (Bowling *et al.*, 2010; Sofyan *et al.*, 2023). Second, and also consistent with COR theory, we propose that two pertinent resources—employees' own resilience (Linnenluecke, 2017) and their perceptions of organizational forgiveness (Fehr and Gelfand, 2020)—can mitigate self-deprecating thoughts about excessive workloads, enabling

employees to maintain a certain level of job-related enthusiasm and then motivation to devote effort to granting their coworkers access to their knowledge bases (de Vries *et al.*, 2006; Yean *et al.*, 2022). Resilience captures the extent to which people can bounce back from difficult situations (Jiang *et al.*, 2021); organizational forgiveness pertains to the extent to which organizational authorities do not hold grudges against employees who commit errors (Guchait *et al.*, 2016).

With these conceptual considerations, we seek to make several contributions. First, we theorise and empirically examine how work overload—which undermines a sense of self-worth in relation to work (Kaldenberg and Becker, 1992; Sofyan *et al.*, 2023)—decreases the likelihood that employees share their relevant knowledge with other organizational members, because they develop negative sentiments about their job situation (Smidt *et al.*, 2023). When they worry about completing their work tasks, due to excessive work demands, employees likely feel dissatisfied with their jobs, so they stop putting in effort to share their knowledge (Yean *et al.*, 2022). This largely hidden explanatory factor is interesting from a conceptual perspective, in that it suggests how irritations with unrealistic work deadlines may disrupt knowledge sharing through a covert mechanism, namely, that employees lack excitement or enthusiasm about their jobs (Shakoor *et al.*, 2023). Although challenging to identify (De Clercq and Pereira, 2021a), this factor is critical for organizational leaders to address, in that the proposed chain of theoretical relationships points to the risk of a detrimental spiral, in which employees are (unknowingly) complicit: When employees grow annoyed with extreme work pressures, their resulting negative job energy and refusal to share knowledge can undermine their ability to make the organization aware of the problem or find pertinent solutions (Luqman *et al.*, 2023; Okoe *et al.*, 2018).

Second, we respond to calls for more contingency approaches to the study of the damaging consequences of work overload (Long *et al.*, 2022; Smidt *et al.*, 2023). The decreased likelihood of knowledge-sharing efforts, in response to resource-draining work overload and associated job dissatisfaction, may be mitigated if employees can leverage resources that enable them to deal with the challenges (Hobfoll and Shirom, 2000; Smidt *et al.*, 2023). The harmful outcomes of work pressures do not emerge automatically but rather are contingent on boundary conditions that determine whether and how employees can address these pressures, which include both personal resources such as work passion (De Clercq and Belausteguigoitia, 2019) or customer orientation (Jha *et al.*, 2017), as well as contextual resources such as supervisor autonomy support (Montani and Dagenais-Desmarais, 2018) or informal coworker relationships (Pooja *et al.*, 2016). We expand this research stream by examining how resilience and organizational forgiveness may function as protective safeguards too. The consideration of these two specific resources is intentional: They both speak to how employees can cope with performance failures caused by unrealistic work demands (Gilboa *et al.*, 2008), but they also have complementary roles, in that they reflect internal qualities (i.e., ability to bounce back from failure; Jiang *et al.*, 2021) and external circumstances (i.e., organizational authorities accept failures; Rommel, 2020). Thus, our study provides a consistent, comprehensive picture of how overburdened employees, and their organizations, can avoid a counterproductive escalation of work overload into diminished knowledge-sharing efforts.

Theoretical background and research hypotheses

The conceptual logic for the mediating role of job dissatisfaction and moderating roles of resilience and organizational forgiveness in the work overload–knowledge sharing link reflects conservation of resources (COR) theory. According to this theory, employees' work-related

sentiments and activities are influenced by their desire to protect their current resource reservoirs and decrease the likelihood of resource losses, particularly in the face of resource-draining work circumstances (Hobfoll, 1989; Hobfoll *et al.*, 2018). This general argument comprises two critical tenets. First, when faced with the risk of resource drainage due to upsetting work conditions, employees develop feelings and behaviours that enable them to *cope* (Luo *et al.*, 2022). Second, their access to certain resources can *buffer* this process and make it less likely that the experienced hardships actually deplete their resource bases (De Clercq and Belausteguigoitia, 2020).

In applying COR theory, it is critical to recognise that "resources" represent a broad construct but also that Hobfoll (2001: 342) cites some especially important resources, such as "acknowledgment of one's accomplishments," which relates to employees' work-related self-esteem or sense of self-worth. As pointed out by prior research, demanding work situations undermine employees' self-esteem resources, because they prompt self-denigrating beliefs and concerns about their potential inability to meet performance expectations (Lee *et al.*, 2013; Sofyan *et al.*, 2023). Thus, employees who suffer excessive work pressures may seek ways to unleash their irritation with their difficult work conditions, such as by alleging that their employer is at fault for failing to create appropriate job experiences (Norman *et al.*, 2015). In line with the first COR tenet, employees' lack of job-related excitement, and their resultant refusal to engage in extensive knowledge-sharing efforts, represent reactions that allow them to mitigate self-damaging thoughts about their job functioning (Hobfoll *et al.*, 2018). Through these coping reactions, overburdened employees can express their dismay about the limited concern their employer appears to exhibit about their professional well-being (Luo *et al.*, 2022).

Yet COR theory also postulates that such self-protective reactions are less likely if employees can draw from resources that lower their perceived *need* to formulate those reactions (Hobfoll *et al.*, 2018). For the purposes of this research, we postulate that the likelihood that employees with excessive workloads denounce their employer for creating dissatisfactory job experiences decreases if they can count on their own resilience (Wolfson and Mulqueen, 2016) or the forgiveness of organizational leaders (Fehr and Gelfand, 2012). As previous research has established, employees' resilience leaves them better prepared to deal with adverse situations, such as abusive supervision (Al-Hawari *et al.*, 2020), workplace bullying (De Clercq and Pereira, 2023b), workplace ostracism (Jiang *et al.*, 2021), emotional labor (Meacham *et al.*, 2023), ruminations about a pandemic crisis (De Clercq and Belausteguigoita, 2023), family incivility (De Clercq *et al.*, 2024), or family ostracism (De Clercq and Pereira, 2024). Their perceptions of organizational forgiveness similarly can shield them against the hardships that come with perceived organizational politics (De Clercq and Pereira, 2022b), workplace bullying (Yao *et al.*, 2022), negative gossip behaviour (Zhu *et al.*, 2020), psychological contract violations (De Clercq and Pereira, 2023c), or insomnia (De Clercq and Pereira, 2021b). Consistent with the second COR tenet, we seek to add to this research stream by theorizing about how these two complementary resources (one personal, the other organizational) may protect employees from developing self-deprecating beliefs about unreasonable workloads (Bowling *et al.*, 2010)—which then culminates in an ability to maintain some satisfaction with their job situation and motivation to enhance organizational effectiveness with productive knowledge-sharing efforts.

Our theoretical framework is summarised in Figure 1; the hypotheses that constitute this framework are detailed next.

[Insert Figure 1 about here]

Mediating effect of job dissatisfaction

We postulate a positive relationship between employees' perceptions of work overload and their job dissatisfaction. Consistent with COR theory, the experience of excessive workloads depletes employees' self-esteem resources, because they fear that they may fail to fulfill their job obligations (Kaldenberg and Becker, 1992; Sofyan *et al.*, 2023). In dealing with excessive work pressures, employees likely develop self-denigrating convictions about their ability to meet performance standards, so in turn, they might condemn their organization for generating unpleasant job experiences (Yean *et al.*, 2022). This response serves as a coping tactic that enables employees to take out their irritations on their employer, while also safeguarding their own self-esteem resources (Hobfoll and Shirom, 2000; Smidt *et al.*, 2023). The experience of work overload is less distressing in this scenario, because they can link their struggles to the unsatisfactory job environment the organization creates (Sadiq, 2022; Smidt *et al.*, 2023). Previous studies similarly draw from COR theory to describe unhappy feelings about a job situation that employees develop when they suffer resource-draining workplace incivility (Loh *et al.*, 2021) or organizational politics (Abbas *et al.*, 2014). We predict:

> **Hypothesis 1:** There is a positive relationship between employees' experience of work overload and their sense of job dissatisfaction.

When employees perceive that the organization is depriving them of satisfactory job experiences, they may grow reluctant to devote significant efforts to sharing their knowledge with colleagues (Sang *et al.*, 2020). In line with COR theory, employees' disappointment about the lack of enthusiasm that they feel toward their job harms the positive self-image that they have about their work functioning, because the organization seems unwilling to invest in their job-related happiness (De Clercq *et al.*, 2020; Hobfoll, 2001). Keeping valuable knowledge to themselves, instead of sharing it, then seems like a justifiable response that also enables them to

protect their sense of self-worth (Bowling *et al.*, 2010; Jahanzeb *et al.*, 2020). Furthermore, a refusal to share valuable knowledge with others may generate some resource *gains*, reflecting people's sense of deservedness (Ryan and Deci, 2000; Yang *et al.*, 2023). That is, employees who feel displeased with their job situation may derive a certain degree of fulfillment from refusing to engage in productive knowledge-sharing efforts that otherwise could help their (disappointing) employer (Rafique *et al.*, 2018). We accordingly predict:

> **Hypothesis 2:** There is a negative relationship between employees' sense of job dissatisfaction and their engagement in knowledge-sharing efforts.

The integration of these arguments suggests a mediating role of job dissatisfaction, as an extension of the two previous direct-effect hypotheses. When employees suffer extreme workloads, they should be more likely to avoid knowledge-sharing efforts, *because* they experience a lack of enthusiasm about their jobs (Shakoor *et al.*, 2023). The unrealistic work pressures leave them less willing to dedicate significant efforts to sharing their valuable knowledge with colleagues, due to the discontent they feel about their job situation (De Clercq *et al.*, 2020). As extant research has established, decreased job satisfaction provides a channel for the detrimental effects of informational injustice (De Clercq and Pereira, 2021a), qualitative job insecurity (Li *et al.*, 2023), abusive supervision (Moin *et al.*, 2022), work–life conflict (Shakoor *et al.*, 2023), and workplace bullying (Devonish, 2013). We extend this line of research by hypothesizing a similar mediating role of job dissatisfaction, in response to challenges that arise with undue work pressures.

> **Hypothesis 3:** Employees' sense of job dissatisfaction mediates the relationship between their experience of work overload and their engagement in knowledge-sharing efforts.

Buffering effect of resilience

We postulate a buffering role of employees' resilience in the positive link between their experience of work overload and job dissatisfaction. As a personal resource, resilience reflects the degree to which employees can bounce back from difficult situations and deal with failures (Linnenluecke, 2017). According to COR theory, adverse, resource-draining work scenarios are less upsetting for employees when their personal resource bases enable them to deal with the professional hardships (Srivastava *et al.*, 2023). An ability to recover from challenging situations thus should decrease self-damaging thoughts about the possibility of failing in work tasks, such that even overworked employees might maintain some job-related excitement (Jiang *et al.*, 2021; Meneghel *et al.*, 2016). In addition, "resilience allows for not only reactive recovery but also proactive learning and growth through conquering challenges" (Youssef and Luthans, 2007: 778). Resilient employees accordingly may regard excessive workloads as opportunities for individual growth and development, in ways that enable them to stay excited about their professional functioning and experience a lower need to criticise their organization for creating dissatisfactory job situations (Bardoel *et al.*, 2014; Parker *et al.*, 2015).

This reasoning, in combination with the proposed mediating role of job dissatisfaction, implies a moderated mediation effect (Hayes and Rockwood, 2020). In line with COR theory, resilience functions as a critical contingency factor that mitigates the negative indirect link between work overload and knowledge-sharing efforts, through unhappy feelings about the job (Hobfoll *et al.*, 2018). Employees who possess personal resources that enable them to bounce back from strenuous conditions are less likely to denounce their employer for creating challenging work environments, so the explanatory power of their sense of job dissatisfaction in predicting the translation of work overload into a reluctance to share knowledge with others becomes less prominent (Yean *et al.*, 2022). In short, employees' ability to recover from failure

counters self-deprecating beliefs that arise with extreme workloads (Bowling *et al.*, 2010), which decreases the likelihood that they halt knowledge-sharing efforts due to negative feelings about their jobs. We hypothesise:

> **Hypothesis 4:** The indirect negative relationship between employees' experience of work overload and knowledge-sharing efforts, through their sense of job dissatisfaction, is moderated by their resilience, such that the indirect relationship is weaker at higher levels of resilience.

Buffering effect of organizational forgiveness

We similarly predict that the probability that the experience of work overload escalates into job dissatisfaction can be mitigated when employees perceive that their organization forgives errors (Rommel, 2020). Employees derive positive job energy from organizational leaders who do not hold grudges for mistakes (Guchait *et al.*, 2016), and they might leverage this energy to limit their criticisms of the organization for making them feel less than excited about their jobs in the presence of experienced work overload (De Clercq and Pereira, 2023c). In addition, employees who believe that their employer is merciful may feel more comfortable venting frustration with problematic work demands—without fear that they will be reprimanded (Fehr and Gelfand, 2020)—which should diminish their desire to denounce the organization. In line with COR theory, employees who face significant work pressures experience a lower need to express their dissatisfaction, as a means to protect their sense of self-worth, to the extent that they can draw from supportive organizational resources (De Clercq and Belausteguigoitia, 2020; Hobfoll *et al.*, 2018).

Similar to our discussion of resilience, these arguments suggests a moderated mediation dynamic. Organizational forgiveness is a relevant contextual boundary condition of the mediated work overload–knowledge sharing link. If employees can rely on organizational leaders to accept mistakes (Guchait *et al.*, 2016), a lack of job-related excitement offers a less prominent route

through which excessive work pressures escalate into refusals to share useful knowledge with others. This organizational resource diminishes the chances that employees develop self-denigrating thoughts about their unfavorable work situations (Zhu *et al.*, 2020) and thus the likelihood that they refuse to grant others access to their knowledge bases, due to their job dissatisfaction (Hobfoll *et al.*, 2018). In contrast, when employees cannot count on a forgiving organizational climate, their limited enthusiasm about their job becomes a more forceful conduit through which experienced work overload escalates into complacent knowledge-sharing efforts.

> **Hypothesis 5:** The indirect negative relationship between employees' experience of work overload and knowledge-sharing efforts, through their sense of job dissatisfaction, is moderated by their perceptions of organizational forgiveness, such that this indirect relationship is weaker at higher levels of forgiveness.

Research method

Data collection and sample

With a deductive, quantitative research design, we test the hypotheses empirically, grounded in the well-established COR theory (Hobfoll, 1989; Hobfoll *et al.,* 2018). Specifically, we applied a quantitative survey, administered among employees who work in a large German organization that operates in the construction retail sector in Portugal. The organization employs around 500 people and sells a wide range of products, including construction gear, raw materials, and basic tools. Our focus on a single company is purposeful and reflects our objective to reduce the potential influence of relevant, unobserved differences in organizations' internal operations—such as their dominant leadership style (Morinaga et al., 2023) or rewards system (Zhao et al., 2023)—that probably exert an impact on employees' knowledge-sharing efforts.

In addition, investigating a single organization, within a specific industry sector, enables us to avoid the biases that can arise from unobserved differences in the organization's external market environments, which in turn can determine the perceived need and usefulness of

significant efforts to share knowledge with organizational colleagues (Kucharska and Erickson, 2023). For example, the retail sector in Portugal features intense market competition, with a multitude of domestic and foreign players that seek to expand their market shares (Coelho, 2022; Gouveia and Mamede, 2022; Wang *et al.,* 2022). Effective intra-organizational knowledge-sharing routines therefore tend to be highly valued in this sector, from a competitive perspective. Furthermore, the company that we study had recently undergone substantial internal changes, aiming to redesign and combine the work responsibilities of various departments, as a response to recent declines in its historically high market share.[1] In this sense, examining how employees respond to workload pressures is highly relevant for the chosen organization. Similar, single-organization studies of employees' behavioural responses to adverse work conditions are not uncommon, as demonstrated in recent research undertaken in Angola (De Clercq and Pereira, 2021a), Israel (De Clercq and Pereira, 2022a), Mexico (De Clercq and Belausteguigoitia, 2021), Mozambique (De Clercq and Pereira, 2022b), Portugal (De Clercq and Pereira, 2023b), and Spain (De Clercq and Pereira, 2023a).

Yet another advantage of single-organization research designs is that they help ensure *consistency* in the data collection, across multiple participants (Burns and Burns, 2008; Malhotra, 2010). Our carefully planned research design thus diminishes the likelihood of various biases that can emerge in survey-based data. First, to reduce the danger of expectancy bias—as arises when research participants can figure out the proposed relationships and adapt their answers accordingly—we mentioned the research objectives to the participants of the focal organization

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[1] The organization had enjoyed a steadily increasing market share, achieving an estimated 15% share in 2020. But with the pandemic and Ukraine war, its strong market position had come under pressure. This organization even suffered relatively more intensively from these crises, compared with competitors, because of its challenge of dealing with political instability in Portugal and the relatively low average educational level of its workforce. Support from its parent company also recently decreased, in years when Germany was undergoing an energy crisis and significant inflation.

in a very general way, in a statement accompanying the survey, without specifying any particular hypotheses; we also did not include the construct labels in the survey itself (Burns and Burns, 2008). Second, we took several measures to reduce the likelihood of acquiescence and social desirability biases. Specifically, the accompanying statement emphasised the completely voluntary basis of employees' participation and the guaranteed confidentiality of their responses; their employer would have no insights into who participated or not in the research, no individual-level information would be included in any reports, and they could withdraw from the study at any point (Malhotra, 2010). Third, to reduce framing bias, the instructions explicated that there were no good or bad answers, that it was normal that different employees would have varying opinions about specific questions, and that it was critical for the study's validity that all participants provide their honest viewpoints of their personal work situation in the focal organization (Malhotra, 2010).

We applied well-established translation and back-translation methods to develop the survey (van Dick *et al.*, 2018). The English survey was translated into Portuguese by a bilingual translator, then translated back into English by a different bilingual peer. After fixing a few minor discrepancies, the final version was administered in Portuguese. The sample frame included all employees, as identified by the company's human resources unit. Using a random digit generator, we selected 350 employees from this list, as possible study participants. The survey was administered electronically, through an institutional license of the Microsoft Forms software held by the university of one of the members of the research team. The employees of the focal organization were familiar with the software and considered it easy to navigate. This survey platform also adheres to ethical guidelines in terms of data storage. Among the 350 contacted prospects, 201 employees provided complete responses, reflecting a response rate of

57%. In the final sample, 87% were men and 13% women—in line with the male-oriented nature of the Portuguese construction retail industry—and 61% had worked for their organization for more than five years.

Measures

We measured the five focal constructs with scales drawn from previous research; the scales applied seven-point Likert categories, ranging between 1 ("strongly disagree") and 7 ("strongly agree"). Table 1 reports the individual measurement items, together with their factor loadings and t-values, as well as the values of the composite reliability and average variance extracted (AVE) for the constructs, which we obtained with a confirmatory factor analysis (CFA) that we report hereafter.

[Insert Table 1 about here]

Work overload. To assess the extent to which employees are exposed to excessive workloads, we used a four-item scale of work overload (Janssen, 2001). Two sample items were "I often work under time pressure" and "I often have to deal with a backlog at work" (Cronbach's alpha = .88).

Job dissatisfaction. We measured the extent to which employees lack excitement or enthusiasm about their jobs with a reverse-coded, five-item scale of job satisfaction (Agho *et al.*, 1992), in line with previous studies of employees' unhappy work perceptions (De Clercq *et al.*, 2020; Jiang *et al.*, 2009). Reflecting our theoretical focus on how employees feel about their job situation, based on how their organization operates, we slightly reworded the items to add such nuance. One of the scale items ("The ways that my organization operates make me consider my job to be very unpleasant") already referred to job dissatisfaction and was not reverse coded. Two other items read, for example, "The ways that my organization operates make me feel

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satisfied with my present job" and "The ways that my organization operates make me enthusiastic about my work" (Cronbach's alpha = .96).

Knowledge-sharing efforts. We rated the extent to which employees exchanged knowledge with organizational colleagues with a four-item scale (De Clercq *et al.*, 2016). For example, respondents indicated whether "I engage in extensive knowledge sharing with my organizational colleagues" and "I regularly communicate with my organizational colleagues" (Cronbach's alpha = .95). Using a self-rated scale of knowledge-sharing efforts is consistent with prior studies (Masood *et al.*, 2023; Morinaga *et al.*, 2023) and with arguments that other raters (e.g., peers, supervisors) likely do not have a complete picture of all the knowledge-sharing efforts that employees undertake in their interactions with various organizational members (Boh and Wong, 2015; Luqman *et al.*, 2023).

Resilience. The extent to which employees recover from challenging work conditions was measured with a six-item scale of resilience (Luthans *et al.*, 2007). Two sample items were "When I have a setback at work, I have little trouble recovering from it" and "I feel I can handle many things at a time at this job" (Cronbach's alpha = .78).[2]

Organizational forgiveness. To assess the extent to which employees perceive that organizational leaders forgive errors, we relied on a three-item scale of organizational forgiveness (Guchait *et al.*, 2016). Two sample items were "Organizational leaders are forgiving of people's errors, mistakes, and offenses" and "Organizational leaders do not hold grudges" (Cronbach's alpha = .81).[3]

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[2] Two items ("I can be 'on my own,' so to speak, at work if I have to" and "I usually take stressful things at work in stride") were excluded from the statistical analyses because of their low reliability and low factor loadings, according to the CFA, reported hereafter.
[3] One item ("Organizational leaders are willing to overlook most errors, mistakes, and offenses") was omitted because of its low reliability and low factor loading.

Control variables. We controlled for two demographic characteristics: gender (0 = male, 1 = female) and organizational experience (1 = < 6 years, 2 = 6–10 years, 3 = 11–15 years, 4 = 16–20 years, 5 = > 20 years). Female employees might be less competitive and more open to share their knowledge with others (Lin, 2008), and employees who have worked for their organization for a shorter time may be more interested in engaging in knowledge-sharing efforts to learn more about their work environments (Sarti, 2018).

Construct validity assessment

We checked whether the five focal constructs achieved acceptable validity by running a CFA on a five-factor measurement model. The fit of this model was good: $\chi^2(142) = 300.97$, comparative fit index = .95, incremental fit index = .95, Tucker-Lewis index = .93, and root mean squared error of approximation = .07. The presence of convergent validity was affirmed by the strongly significant loadings of all items on their corresponding construct ($p < .001$) (Hair *et al.*, 2019). Moreover, the AVE values were higher than the cut-off value of .50 (ranging between .66 and .84), except for resilience, for which the value was slightly smaller and equaled .47. The presence of discriminant validity was confirmed, with two criteria. First, the AVE values exceeded the squared correlation values of the associated construct pairs. Second, the fit of the ten models with constrained construct pairs, in which the correlation between two constructs was fixed to 1, was significantly worse than that of their unconstrained counterparts, in which the correlations were free to vary (Hair *et al.*, 2019).

Statistical analysis

We relied on the Process macro estimation procedure to test the research hypotheses. A significant advantage of this procedure, compared with a piecemeal approach based on regression, is that it enables a *concurrent* assessment of individual, mediation, and moderated

mediation effects. Nor does the Process macro approach assume that the calculated (conditional) indirect effects follow a normal distribution (MacKinnon *et al.*, 2004). Instead, the bootstrapping that underpins it explicitly recognises that the sampling distributions of these effects might be skewed (Hayes, 2018). This approach has been widely adopted in prior studies that theorise and empirically test conceptual frameworks that include moderated mediation dynamics (e.g., Azeem et al., 2024; De Clercq *et al.,* 2024; Haq *et al.,* 2023; Sofyan *et al.,* 2023).

To assess the potential for mediation, we estimated the indirect relationship between work overload and knowledge-sharing efforts through job dissatisfaction, along with the corresponding confidence interval (CI), in Process macro Model 4 (Hayes, 2018). In this first stage, we also assessed the sign and significance levels of the direct paths between work overload and job dissatisfaction and between job dissatisfaction and knowledge-sharing efforts. In a second stage, to test the two moderated mediation effects, we calculated the conditional indirect effects of work overload and the corresponding CIs at different values of resilience or organizational forgiveness—the 16th, 50th, and 84th percentiles, as specified by the Process macro—in two separate estimations. In line with the proposed theoretical framework, we leveraged Process macro Model 7 (Hayes, 2018) to calculate the buffering effects of the two resources on the relationship between work overload and job dissatisfaction, though not between job dissatisfaction and knowledge-sharing efforts. With a post hoc analysis, we affirmed that this second path was not significantly influenced by the two resources. This approach—to estimate the proposed mediation effect with Process macro Model 4, then conduct separate estimations of the moderated mediation effects of resilience and organizational forgiveness, respectively, with Process macro Model 7—is consistent with previous studies of double moderation dynamics in

the first path of a mediation link (e.g., De Clercq, 2023; De Clercq *et al.,* 2022; De Clercq *et al.*, 2023a; De Clercq and Pereira, 2022a).[4]

Results

Focal analysis

Table 2 contains the bivariate correlations among the study variables, as well as their descriptive characteristics; Table 3 lists the mediating effect results, obtained from Process macro Model 4. With Hypothesis 1, we proposed that employees who suffer from excessive workloads are more likely to experience unhappy job situations, and accordingly, we found that work overload related positively to job dissatisfaction (β = .183, $p < .001$). In support of the prediction in Hypothesis 2, that an unhappy job situation would diminish employees' propensity to exchange knowledge with other organizational members, we identified a negative relationship between job dissatisfaction and knowledge-sharing efforts (β = -.329, $p < .001$). The results also indicated an effect size of -.060 for the indirect relationship between work overload and knowledge-sharing efforts through job dissatisfaction; the corresponding CI did not include 0 [-.104, -.020], in support of the mediating role of job dissatisfaction we postulated in Hypothesis 3.

[Insert Tables 2 and 3 about here]

The proposed theoretical framework also suggested that employees' ability to bounce back from setbacks would protect them against the hardships that arise with excessive workloads. The Process macro results for the moderating role of resilience (Table 3) indicated a negative and significant effect of the work overload × resilience product term (b = -.135, $p < .05$) for predicting job dissatisfaction. In particular, the positive relationship between work overload and job dissatisfaction was attenuated at higher levels of resilience (.296 at its lowest level, .195

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[4] For consistency, the format of Tables 3–5, in which we report the Process macro results, matches the format used in these previous studies.

at its intermediate level, and .094 at its highest level). The test of the moderated mediation effect advanced in Hypothesis 4—according to which resilience buffers the translation of work overload into tarnished knowledge-sharing efforts through job dissatisfaction—entailed an evaluation of the relative strength of the conditional indirect relationship between work overload and knowledge-sharing efforts at different levels of resilience. As Table 4 reveals, we found weaker effects at more elevated levels of this personal resource: from -.097 at its lowest level, to -.064 at its intermediate level, to -.031 at its highest level. The index of moderated mediation was .044, and the CI did *not* include 0 [.009, .089], consistent with Hypothesis 4 (Hayes, 2015).

[Insert Table 4 about here]

The results in Table 5 provide similar evidence for the presence of a buffering role of organizational forgiveness, according to the negative significant effect of the work overload × organizational forgiveness product term (b = -.134, *p* < .001) for predicting job dissatisfaction. The positive relationship between work overload and job dissatisfaction was mitigated at higher levels of organizational forgiveness (.308 at its lowest level, .174 at its intermediate level, and .041 at its highest level). The explicit test of the proposed moderated mediation dynamic in Hypothesis 5—which theorised a mitigating role of employees' beliefs that their organization overlooks errors in the escalation of excessive work demands into lower knowledge sharing through an unhappy job situation—showed weaker indirect effects of work overload at higher levels of organizational forgiveness: from -.101 at its lowest level, to -.057 at its intermediate level, to -.013 at its highest level. The index of moderated mediation was .044, and the associated CI, again, did not span 0 [.013, .084], in support of Hypothesis 5.

[Insert Table 5 about here]

Post hoc analysis

Our application of the Process macro approach should not be taken to imply that we consider it intrinsically superior to alternative approaches, such as structural equation modeling (SEM) that explicitly accounts for measurement error in the constructs. Rather, our reliance on the Process macro is consistent with the reasoning offered by Hayes and colleagues (2017: 80) that "the task of estimating latent variable interactions [is] so daunting that the unknown effects that can result from ignoring measurement error would seem an acceptable price to pay in exchange for the ease of the analysis and interpretation when using an observed-variable modeling tool like Process." Nonetheless, to check the robustness of the findings that the Process macro generated, we relied on AMOS 28.0 software and applied a path analysis, a particular type of SEM that uses composite scores for the focal constructs (Lattin et al., 2003).

In particular, the traditional SEM approach calculates the loadings of each measurement item on its respective construct, so nonlinearity difficulties can result in estimates of moderating effects (Ping, 1996). For our study, we would need to estimate the loadings of 16 items for the work overload × resilience interaction term (i.e., four items for work overload and four items for resilience), for example. We accordingly adopted Ping's (1996) recommendation to aggregate the individual items of each focal construct into a single score; using composite scores to estimate the hypotheses—including the proposed moderating effects of resilience and organizational forgiveness—avoids the estimation challenges that arise with nonlinearity issues (Hair *et al.*, 2019; Lattin *et al.,* 2003).

The path analysis results were in line with those obtained from the Process macro.[5] In results that correspond with Table 4, we found a positive relationship between work overload and job dissatisfaction ($b = .193$, $p < .001$), a negative relationship between the work overload ×

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[5] Detailed results are available on request.

resilience product term and job dissatisfaction (b = -.134, $p < .05$), and a negative relationship between job dissatisfaction and knowledge-sharing efforts (b = -.329, $p < .001$). The path analysis results corresponding with Table 5 similarly showed a positive relationship between work overload and job dissatisfaction (b = .205, $p < .001$), a negative relationship between the work overload × organizational forgiveness product term and job dissatisfaction (b = -.133, $p < .001$), and a negative relationship between job dissatisfaction and knowledge-sharing efforts (b = -.329, $p < .001$). This consistency between the Process results and path analysis results corroborates the validity of our main findings (Hair *et al.*, 2019).

Finally, we ran a separate post hoc power analysis to determine if the sample size for this study was large enough to generate sufficient statistical power, using G*Power software (Faul *et al.,* 2007). To obtain a high, acceptable statistical power level of .95 for a statistical model that includes five predictors (gender, work experience, work overload, resilience, and organizational forgiveness; left-side model in Table 3), combined with an effect size of Cohen's $f^2 = .479$ (which corresponds with the R^2 value of .324 obtained in that model), the sample size needs to include at least 48 participants. The 201 respondents for our study greatly exceeded that threshold. The minimum required sample sizes for the other five statistical models (i.e., right-side model in Table 3, left- and right-side models in Table 4, and left- and right-side models in Table 5) equaled 76, 47, 76, 42, and 76, respectively. In summary, the statistical power levels achieved with our sample were much higher than the conservative benchmark of 95% (Hair *et al.,* 2019).

Discussion

Theoretical implications

With this research, we contribute to previous literature by investigating the connection between employees' experience of work overload and their knowledge-sharing efforts, with a specific focus on disentangling this connection and detailing factors that explain or affect it. Employees' propensities to share knowledge can be hampered by disrespectful treatments by coworkers (Sharifirad, 2016; Takhsha *et al.*, 2020), and their exposure to extreme work demands also can direct them away from extra-role work behaviours (Montani and Dagenais-Desmarais, 2018). We link these research strands by explicating how perceptions of excessive workloads can transform into decreased knowledge-sharing efforts, as well as the conditions in which this translation is more or less likely to take place. Leveraging COR theory (Hobfoll and Shirom, 2000), we propose that (1) the likelihood of diminished knowledge-sharing efforts, in response to resource-depleting work overload, might be explained by employees' sense of dissatisfaction with their jobs, but (2) their resilience and organizational forgiveness resources subdue this detrimental process. The empirical findings affirm these conceptual predictions.

The results with respect to the proposed mediation link (Hypotheses 1–3) indicate a first important theoretical take-away: Unrealistic work deadlines may render employees complacent in their efforts to give others access to their knowledge bases, because they have a sense that their organization does not offer them enjoyable job experiences (Smidt *et al.*, 2023). This explanatory role of job dissatisfaction is conceptually interesting, in light of an alternative logic that employees would be able to leverage positive job energy to diminish the hardships that come with excessive work demands (De Clercq and Belausteguigoitia, 2019). But as our results indicate, their propensities to feel limited excitement about their job, in *response* to experienced work overload, instead escalate into behavioural "laziness," as manifest in a reluctance to share their knowledge with colleagues (Sang *et al.*, 2020). As we theorised, and in line with the COR

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logic, these negative reactions enable employees to protect their self-esteem resources in the face of strenuous work circumstances (Sofyan *et al.*, 2023). Yet these outcomes ultimately might generate a harmful cascade for employees, without their awareness, because when they deprive others of their valuable knowledge, their complacency may be reciprocated, leaving them without access to others' insights, especially about how they can deal with excessive workloads (De Clercq and Pereira, 2020).

The results for the proposed moderation mediation dynamics (Hypotheses 4 and 5) point to a second theoretical inference that arises from the study findings: The detrimental dynamic is less likely to the extent that employees have access to resources to deal with the challenges (Hobfoll *et al.*, 2018). As we hypothesised, a sense that the employer fails to provide satisfactory job experiences serves as a less forceful conduit through which resource-depleting work overload escalates into a refusal to share knowledge when employees are able to bounce back from work difficulties (Wolfson and Mulqueen, 2016) or can count on forgiveness from organizational leaders (Guchait *et al.*, 2016). Consistent with COR theory, self-denigrating thoughts about professional functioning, due to a fear of performance failure (Sofyan *et al.*, 2023), can be avoided more readily if employees can leverage resources that help them deal with the pressure of work overloads. The probability that employees criticise their organization for undermining the quality of their job functioning, and then refuse to share knowledge with others, is mitigated by their resilience and perceptions of organizational forgiveness.

This second set of results also complements prior investigations of the *direct* beneficial effects of these two resources on employees' propensities to undertake productive work efforts. For example, employees' resilience can increase their work goal progress (Belinda and Christian, 2023), service recovery performance (Kim Quy *et al.*, 2023), work performance (Lu *et al.*, 2023;

Zhai *et al.*, 2023), creativity (De Clercq and Pereira, 2019), and proactive work efforts (Caniëls and Baaten, 2019). Their perceptions that organizational authorities are forgiving, in turn, can spur their job satisfaction and preferences to stay with the company (Gutchait *et al.*, 2016), or diminish the extent to which their organization uses punishment-oriented decision making in response to ethical misconduct (Salvador, 2020). We provide complementary insights into *indirect*—but no less instrumental—roles of these two resources. The harmful effect of a sense of job dissatisfaction on employees' knowledge-sharing efforts, in response to their exposure to extreme work demands, is lessened by their resilience and perceptions of a forgiveness climate. These resources diminish the danger of "double jeopardy," in which work overload translates into knowledge-related complacency and thus fewer chances to learn from colleagues about how to alleviate work overload.

Limitations and future research

As with any research, this study has some shortcomings, which suggest the usefulness of further examinations. First, its theoretical logic is firmly grounded in the robust COR theory framework, according to which resource-draining work situations, including those prompted by excessive workloads, trigger sentiments and actions that allow employees to avoid additional resource losses (Montani and Dagenais-Desmarais, 2018). Yet the potential of reverse causality cannot be completely omitted. Positive performance evaluations, based on employees' dedicated knowledge-sharing efforts, could evoke employees' favorable perceptions about their work in general (Luqman *et al.*, 2023), such that it becomes less likely that they exhibit frustration about their job situation or workload. Longitudinal research designs that measure the central constructs at different points in time could explicitly evaluate such causality (Hair *et al.*, 2019). Similarly, COR theory highlights employees' strong desires to safeguard their self-esteem resources when

they encounter excessive workloads (Hobfoll, 2001; Sofyan *et al.*, 2023). Continued research could formally assess the levels or changes in employees' sense of self-worth over time in response to work overload.

Second, our conceptual focus is on the moderating influences of resilience and organizational forgiveness, reflecting evidence of the beneficial roles of these two complementary resources (personal and contextual) in helping employees mitigate their fear of failure in response to work adversity (Al-Hawari *et al.*, 2019; Zhu et al., 2020). But further research could investigate other personal and organizational resources too. For example, the extent to which work overload translates into unhappy job feelings and subsequent knowledge-related complacency may be lesser if employees can rely on mindfulness (Weintraub *et al.*, 2019) or perceptions of person–organization fit (Dahleez *et al.*, 2021). It would be useful to assess the incremental roles of these and other boundary conditions for limiting the hardships that stem from work overload, as well as how the mitigating effects of resilience and organizational forgiveness, as we detail, stack up against those of other buffers.

Third, and as indicated in the Data collection and sample subsection, we intentionally investigated only one organization, to avoid biases that come with unobserved firm-level factors that are not part of the proposed theoretical framework but that likely affect employees' propensities to undertake knowledge-sharing efforts (Morinaga et al., 2023; Zhao et al., 2023). In addition, the organization we study had imposed some recent internal transformations to employees' work designs and duties in an effort to protect itself against external competitive pressures, so our examination of how employees perceive their workloads, and the ramifications of these perceptions for their knowledge-sharing efforts, has great relevance in this context. It is also important to note though that, irrespective of such organizational relevance considerations,

the conceptual arguments for the constitutive relationships of the study's conceptual framework are not organization-specific, so the *nature* of these relationships should not vary across companies. We recommend that further research adopt alternative designs and include multiple organizations to assess how the *strength* of the hypothesised links might vary across companies, as informed by relevant firm-level factors that were not included in this study.

Fourth, and in a related vein, the theoretical arguments are not industry- or country-specific. The signs of the tested relationships should be robust to different industry and country contexts. But again, it would be helpful to investigate the possible effects of pertinent industry or country factors on the strength of the theorised relationships, such as the extent to which an industry is marked by high levels of competitive rivalry (Haar *et al.,* 2022). For example, highly competitive markets might make employees more understanding of an employer that imposes intense work pressures on them, such that the *extent* to which perceptions of work overload generate job dissatisfaction and diminished knowledge-sharing efforts might be lower. In addition, Portugal scores high on the cultural dimension of uncertainty avoidance (Hofstede *et al.,* 2010), which implies that employees in this culture might feel especially upset by unrealistic deadlines that generate significant uncertainty in their daily work (Sofyan *et al.,* 2023). In turn, the *strength* of their negative responses to perceived work overload, in the form of job dissatisfaction and thwarted knowledge sharing, may be stronger than it would be among counterparts who operate in less uncertainty-avoidant cultures.

Practical implications

This research has relevant implications for organizational practice. Even if our focus was not on why employees develop beliefs about excessive workloads, the findings highlight that organizations should recognise the possible detrimental outcomes when employees regard their

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work deadlines as unrealistic and the associated work pressures as unbearable. As explicated in the proposed mediation link, which our empirical results confirm, such work adversity can be damaging for both employees and their employer, to the extent that employees perceive the company has created an unpleasant job setting and thereby stop devoting effort to share their knowledge throughout the organization's ranks (Sang *et al.*, 2020). Reduced knowledge-sharing efforts likely render it more difficult for organizations and their members to find effective solutions to work hardships (Luqman *et al.*, 2023). Employees who suffer from strenuous work demands accordingly should be made aware how they might shoot themselves in the proverbial foot if they avoid productive knowledge-sharing activities in response. Organizational leaders could create internal climates in which employees feel free to vent their frustrations about heavy workloads, without fear of repercussions, *and* to openly share their knowledge and opinions about possible solutions. They also could connect employees with organizational mentors (Varghese *et al.,* 2020), who could explain to employees that any form of knowledge-related complacency, in response to work pressures, is likely to backfire and limit their ability to find internal allies who can help them address the situation.

In addition to recommending that organizations help employees understand the risk of reacting to excessive work demands with a reluctance to share knowledge, this study offers insights into the advantageous roles of two pertinent resources for containing the negative outcomes of such workloads if they cannot be avoided, as might be the case in hypercompetitive markets (Lin and Huang, 2023). In particular, employees' access to personal or contextual resources can keep them from entering a detrimental cycle, in which their self-damaging thoughts about work overload and negative sentiments about their jobs prompt them to resist productive knowledge-sharing efforts. For example, this dysfunctional process might be avoided

if the organization actively recruits employees who are equipped with high resilience. Furthermore, employees' resilience levels are not set in stone; organizational leaders can boost this personal resource through dedicated training programs (Luthans *et al.*, 2010). Yet another lever that leaders can use is to generate an internal climate that leaves room for errors, especially those that result from intense work pressures, to keep those pressures from inducing knowledge-related sluggishness (Fehr and Gelfand, 2020). To the extent that overburdened employees can draw from valuable resources—whether personally held or embedded in the organizational environment—they are less likely to develop negative feelings about their job situation and more likely to stay motivated to contribute, in the form of dedicated knowledge-sharing efforts.

Conclusion

This investigation extends previous scholarship by explicating the role of a sense of job dissatisfaction and relevant resources in the pathway by which work overload escalates into thwarted knowledge-sharing efforts. Convictions that their organization denies them satisfactory job experiences can explain how the challenge of extreme work pressures leads employees to refuse to go out of their way to share their relevant expertise with organizational colleagues. It also reveals how this counterproductive dynamic can be attenuated if employees can draw from their own resilience or count on forgiving organizational leaders. We hope these insights function as inspiring platforms for continued investigations of how the harmful consequences of heavy workloads can be subdued, with resources that encourage instead of dampen reactions that can facilitate the identification of pertinent solutions.

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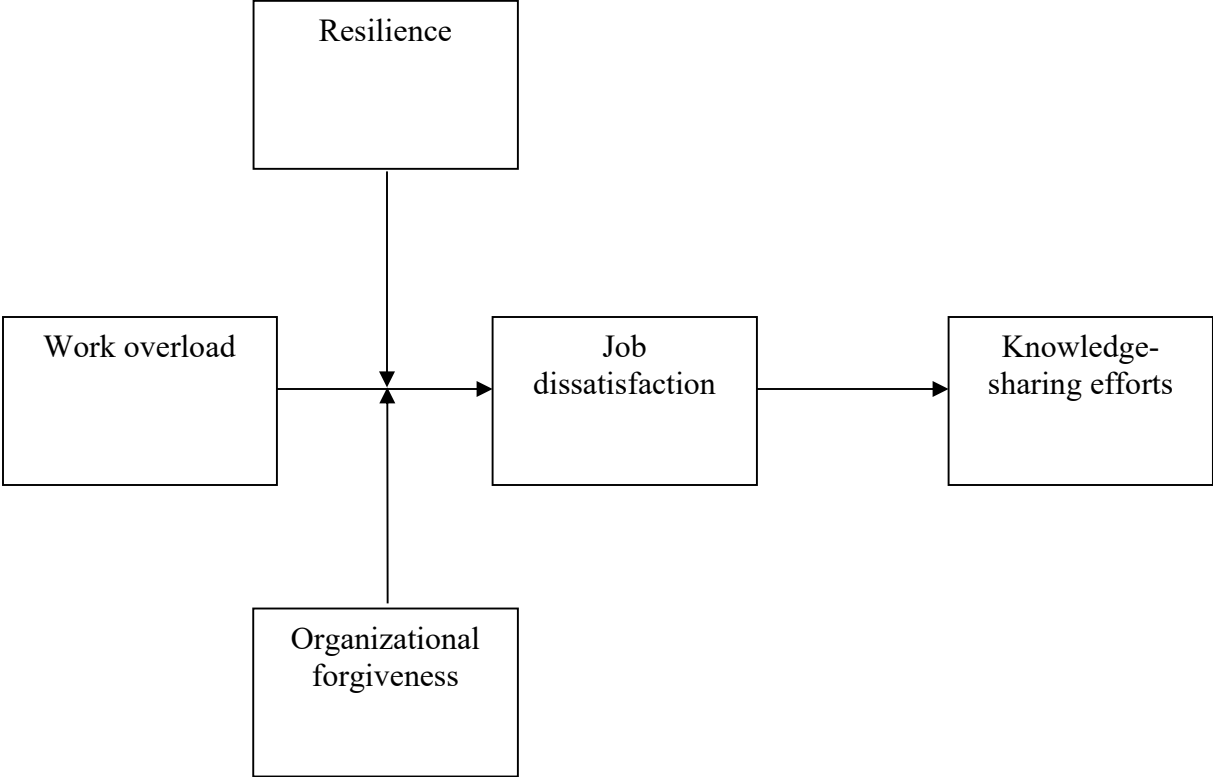
Figure 1: Theoretical framework

Table 1. Constructs and measurement items

	Factor Loading	t-Value
Work overload (α = .88; CR = .89; AVE = .66)		
I often work under time pressure.	.903	12.223***
I often have to deal with a backlog at work.	.824	11.362***
I often have to work too fast.	.781	10.733***
I often have problems with the pace of work.	.733 [a]	--
Job dissatisfaction (α = .96; CR = .96; AVE = .84)		
The ways that my organization operates make me consider my job to be very unpleasant.	.903 [a]	--
The ways that my organization operates make me feel satisfied with my present job. (reverse coded)	.871	18.770***
The ways that my organization operates make me enthusiastic about my work on most days. (reverse coded)	.950	23.776***
The ways that my organization operates make me enjoy each day that I am at work. (reverse coded)	.910	20.950***
The ways that my organization operates make me feel real enjoyment in my work. (reverse coded)	.933	22.511***
Knowledge-sharing efforts (α = .95; CR = .95; AVE = .83)		
I engage in extensive knowledge sharing with my organizational colleagues.	.866 [a]	--
I regularly communicate with my organizational colleagues.	.905	18.386***
I provide my organizational colleagues with a lot of feedback.	.932	19.597***
There is lots of communication between me and my organizational colleagues.	.940	19.910***
Resilience (α = .78; CR = .78; AVE = .47)		
When I have a setback at work, I have trouble recovering from it.	.539	6.815***
I feel I can handle many things at a time at this job.	.780 [a]	--
I usually manage difficulties one way or another at work.	.679	8.421***
I can get through difficult times at work because I've experienced difficulty before.	.727	8.868***
Organizational forgiveness (α = .81; CR = .83; AVE = .70)		
Organizational leaders are forgiving of people's errors, mistakes, and offenses.	.753	--
Organizational leaders do not hold grudges.	.917	6.199***

[a] Initial loading was fixed to 1 to set the scale of the construct.

Notes: α = Cronbach's alpha; CR = composite reliability; AVE = average variance extracted.

*** $p < .001$.

Table 2. Correlation table and descriptive statistics

	1	2	3	4	5	6	7
1. Work overload							
2. Job dissatisfaction	.269**						
3. Knowledge-sharing efforts	-.139*	-.427**					
4. Resilience	-.090	-.389**	.261**				
5. Organizational forgiveness	-.175*	-.335**	.310**	.199**			
6. Gender (1 = female)	-.029	.266**	-.042	.025	-.125		
7. Organizational experience	.197**	.052	.022	.024	-.196**	.074	
Mean	4.243	2.255	5.677	5.510	4.774	.129	2.458
Standard deviation	1.371	1.151	1.093	.838	1.265	.336	1.428

Notes: n = 201. *p < .05; **p < .01.

Table 3. Mediation results (Process macro Model 4)

	Job dissatisfaction (Mediator)		Knowledge-sharing efforts (Dependent variable)	
Gender (1 = female)	.882***		.216	
Organizational experience	-.034		.057	
Work overload	.183***		-.013	
Resilience	-.460***		.108	
Organizational forgiveness	-.188**		.171**	
Job dissatisfaction			-.329***	
R^2	.324		.232	
F-value (df1, df2)	F(5, 194) = 18.581***		F(6, 193) = 9.718***	
	Effect size	Bootstrap SE	LLCI	ULCI
Indirect effect	-.060	.022	-.104	-.020

Notes: n = 201; SE = standard error; LLCI = lower limit confidence interval; UCLI = upper limit confidence interval. $^+ p < .10$; * $p < .05$; ** $p < .01$; *** $p < .001$.

Table 4. Moderated mediation results for resilience (Process macro Model 7)

	Job dissatisfaction (Mediator)	Knowledge-sharing efforts (Dependent variable)
Gender (1 = female)	.870***	.216
Organizational experience	-.038	.057
Work overload	.193***	-.013
Resilience	-.469***	.108
Organizational forgiveness	-.195***	.171**
Work overload × Resilience	-.135*	
Job dissatisfaction		-.329***
R^2	.343	.232
F-value (df1, df2)	$F_{(6, 193)} = 16.809$***	$F_{(6, 193)} = 9.718$***

Conditional *direct* relationship between work overload and job dissatisfaction

	Effect size	Bootstrap SE	LLCI	ULCI
Low level	.296	.069	.159	.432
Intermediate level	.195	.051	.094	.295
High level	.094	.063	-.031	.218

Conditional *indirect* relationship between work overload and knowledge-sharing efforts

	Effect size	Bootstrap SE	LLCI	ULCI
Low level	-.097	.033	-.165	-.038
Intermediate level	-.064	.022	-.109	-.023
High level	-.031	.020	-.070	.008
Index of moderation	.044	.021	.009	.089

Notes: n = 201; SD = standard deviation; SE = standard error; LLCI = lower limit confidence interval; UCLI = upper limit confidence interval. * $p < .05$; ** $p < .01$; *** $p < .001$.

Table 5. Moderated mediation results for organizational forgiveness (Process macro Model 7)

	Job dissatisfaction (Mediator)		Knowledge-sharing efforts (Dependent variable)	
Gender (1 = female)	.860***		.216	
Organizational experience	-.015		.057	
Work overload	.205***		-.013	
Resilience	-.486***		.108	
Organizational forgiveness	-.157**		.171**	
Work overload × Organizational forgiveness	-.134***			
Job dissatisfaction			-.329***	
R^2	.377		.232	
F-value (df1, df2)	$F_{(6, 193)} = 19.444$***		$F_{(6, 193)} = 9.718$***	
Conditional *direct* relationship between work overload and job dissatisfaction				
	Effect size		Bootstrap SE	
Low level	.308	.058	.193	.423
Intermediate level	.174	.050	.077	.272
High level	.041	.061	-.079	.161
Conditional *indirect* relationship between work overload and knowledge-sharing efforts				
	Effect size		Bootstrap SE	
Low level	-.101	.032	-.165	-.042
Intermediate level	-.057	.020	-.099	-.019
High level	-.013	.022	-.054	.036
Index of moderation	.044	.018	.013	.084

Notes: n = 201; SD = standard deviation; SE = standard error; LLCI = lower limit confidence interval; UCLI = upper limit confidence interval. * $p < .05$; ** $p < .01$; *** $p < .001$.