



## A Framework of Antecedents and Consequences of Employee Work Engagement: A Knowledge Sharing Perspective in the Developing Country Context

Qurat ul Ain Ahmed<sup>1</sup>, Sadia Butt<sup>2</sup>, Saeeda Mirza<sup>3</sup>, Rabeea Ishaq<sup>4</sup> & Shabee ul-Haq<sup>5</sup>

<sup>1</sup>PhD Scholar, National College of Business Administration & Economics (NCBA&E), Lahore, Pakistan, Email: [quratahmed.qua@gmail.com](mailto:quratahmed.qua@gmail.com)

<sup>2</sup>PhD Researcher, Department of Management, Dr Hasan Murad School of Management (HSM), University of Management and Technology, Lahore, Punjab, Pakistan, Email: [sadiabutt44@yahoo.com](mailto:sadiabutt44@yahoo.com)

<sup>3</sup>PhD Scholar, School of Business Administration, National College of Business Administration & Economics (NCBA&E), Lahore, Pakistan, Email: [saeedam1@hotmail.com](mailto:saeedam1@hotmail.com)

<sup>4</sup>Senior Lecturer, Riphah School of Business & Management (RSBM), Riphah University, Lahore, Pakistan, Email: [Rabeea.ishaq@riphah.edu.pk](mailto:Rabeea.ishaq@riphah.edu.pk)

<sup>5</sup>PhD Researcher, School of Business and Management, Queen Mary University of London, Email: [Shabee.haq@qmul.ac.uk](mailto:Shabee.haq@qmul.ac.uk)

ARTICLE INFO		ABSTRACT
<b>Article History:</b>		<i>Since its widespread adoption by businesses around the world a decade ago, the concept of employee work engagement has garnered significant attention from academics and researchers. It has been established that when employees are emotionally invested in their work and their organization, their performance tends to improve. Engaged personnel derive satisfaction from their jobs and the challenges they entail, actively participate in corporate activities and events, demonstrate a strong understanding and acceptance of the organization's core values, and generally exhibit a positive attitude towards their employment. Moreover, engaged employees are more likely to provide guidance and share best practices with their team members and colleagues while also actively seeking out opportunities for career advancement within the company. However, the impact of information/knowledge sharing, which is a key resource employed by organizations to maintain their competitive edge, on employee engagement remains largely unexplored. Therefore, the objective of this study is to assess how information sharing influences employee work engagement, with a particular focus on the mediating effects of innovative work behavior (IWB), as conceptualized within the framework. Data was collected through survey instrument administered to a randomly selected sample from employees of garment and textile industries of Pakistan. This study represents one of the pioneering efforts to investigate how organizations can enhance employee work engagement through effective knowledge/information sharing practices, thereby enabling them to build and sustain their competitive advantages.</i>
Received:	January 10, 2025	
Revised:	February 22, 2025	
Accepted:	February 24, 2025	
Available Online:	February 26, 2025	
<b>Keywords:</b>		
Knowledge Sharing, Employee work Engagement, , Innovative Work Behavior, Pakistan		
<b>Corresponding Author:</b>		
Sadia Butt		
Email: <a href="mailto:sadiabutt44@yahoo.com">sadiabutt44@yahoo.com</a>		



## **Introduction**

For a long time, Employee's work engagement is being recognized as the key determinant of organizational success as engaged workforce are essential to generate competitive gain for an organization (Ly, 2024). Employee dedication plays a crucial role in organizational success and customer satisfaction. Improved job engagement benefits both individuals and groups (Aninkan & Oyewole, 2014). Knowledge dynamics and processes are prime theme in management domain (Butt & Yazdani, 2023) and innovativeness in an organization principally depends upon generating new knowledge (Chib & Sehgal, 2019; Butt & Yazdani, 2023). Knowledge sharing is recognized as a vital means through which employees make positive commitments to learning, skills development, and advancement within teams and organizations, resulting in sustainable organizational growth (Wang & Noe, 2010). 'Tacit' knowledge proximally predicts a person's innovative work behavior (IWB). It serves as the basis for novel knowledge which relates to the innovation results in an organization (Wang, 2025). Innovative work behavior (IWB) relates to generating new ideas and execution of these ideas for an organization and entire society as well (Al Daboub et al., 2024). Innovative work behavior (IWB), encompassing the deliberate generation, evaluation, and application of new ideas for individual and organizational benefit, is influenced by knowledge sharing and job engagement. Knowledge sharing fosters a sense of achievement and belonging, facilitates learning and skill acquisition, and enhances connectedness among employees and the organization (Ma Prieto & Pérez-Santana, 2014). Latest researches have highlighted positive influence of KS on IWB. KS practices in organization facilitates IWB and innovativeness (Aristana et al., 2024).

Employee's work behavior is considered among the most crucial organizational characteristic in present age which is essential for organizational survival and functioning, but empirical researches are scant in this domain (Hock-Doepgen, et al., 2025). Employee work engagement enables organizations to gain a competitive edge as employees strive to enhance their performance (Song & Chermack, 2008). Therefore, information/knowledge sharing is critical for maintaining a competitive advantage, particularly in terms of employee engagement (Teng & Song, 2011). Shared knowledge has the potential to improve organizational effectiveness as a valuable resource encompassing knowledge, habits, skills, experience, and understanding gained through training and learning processes (Shabrina & Silvianita, 2015). However, the relationship between information sharing and employee engagement requires further exploration. In other words, how does knowledge sharing influence employee engagement? Knowledge sharing involves the exchange of knowledge and skills within an organization, taking various forms such as document discussions, presentations, and conversations. A growing body of research indicates that information sharing can enhance employee work engagement. The Society for Human Resource Management conducted a study revealing that individuals who share knowledge are more likely to be engaged in their work, feel valued by their organization, and exhibit discretionary effort (Kmieciak, 2021).

Knowledge sharing enhances employee engagement for several reasons. Firstly, it fosters a sense of connection and community among employees, strengthening their link to their work and colleagues. This sense of belonging and purpose is crucial for employee engagement. Secondly, sharing expertise boosts employees' confidence and self-assurance as they showcase their skills and experience. This contributes to higher levels of engagement. Finally, knowledge sharing fuels employee motivation by aligning their efforts with organizational goals. This sense of accomplishment and satisfaction positively impacts employee engagement (Ahmed et al., 2020).

## **Problem Statement and Research Questions**

Understanding the factors that motivate employees and the role of managers in fostering motivation is crucial. Motivational incentives can encourage employees to strive for excellence in their work. As employees are a company's most valuable asset, it is imperative to inspire and satisfy them to optimize their performance. However, it is the responsibility of leaders to provide the motivation, rather than relying solely on employees to motivate themselves. Therefore, this study proposes and tests a framework to examine antecedents and consequence of employee work engagement in developing country Pakistan context by taking study sample from employees of garment and textile industries of Pakistan. Unfortunately, there is a scarcity of research exploring the relationship between knowledge sharing and employee work engagement in prevalent literature and developing country Pakistan context. Therefore, it is important to identify significant factors that contribute to employee work engagement. However, not all knowledge exchange is equally effective. Deliberate and well-managed knowledge sharing is necessary for optimal outcomes. Organizations should foster a knowledge-sharing culture and equip employees with the necessary skills and tools to effectively share their knowledge. The study aims to investigate the impact of knowledge sharing on employee work engagement, mediated by innovative work behavior. Data will be collected through surveys administered to employees from garment and textile sector organizations of Pakistan, assessing information/knowledge sharing, innovative work behavior, and employee work engagement. The study will employ structural equation modeling to test the proposed theories.

This study aims to investigate the interplay among knowledge sharing, employee engagement, and IWB, all of which have equal contributions to the company's performance. This study is conducted considering following main research questions:

1. Does employee work engagement relate to knowledge sharing?
2. Is knowledge sharing, innovative work behavior, and employee work engagement, positively correlated?
3. Does Innovative work behavior mediates the relation between knowledge sharing and employee work engagement?

This research is expected to contribute to the existing literature in several ways. It will provide empirical evidence on the influence of knowledge sharing on employee work engagement. Additionally, it will offer empirical data on the role of IWB in mediating the relationship between knowledge sharing and employee work engagement. Furthermore, the study will deepen our understanding of the factors driving employee work engagement. Practically, the study's findings can guide organizations in developing strategies to encourage knowledge sharing and foster IWB, ultimately leading to higher employee work engagement. Additionally, organizations can identify barriers that hinder knowledge sharing and IWB, allowing for targeted interventions to enhance employee work engagement.

## **Literature Review and Hypotheses Formulation**

### **Knowledge sharing (KS) as a main independent variable**

The methodical exchange and dissemination of information and skills among members of a group or organization working toward a shared objective is known as knowledge sharing. To address issues and enhance performance, it entails learning, disseminating, and using current information (Afandy et al., 2022). The sharing of knowledge can occur at different levels, including the individual, group, and organizational levels, but it is essential for information to be communicated and shared with others for it to have an impact on the organization as a whole (Mohajan, 2019).

KS has positive impact on progression of innovativeness in an organization. It is principal factor for organizational workers to attain knowledge from outside/within an organization. It facilitates workers to develop and generate ideas (Aristana et al., 2024).

The encouragement of knowledge sharing within a corporation is influenced by various factors, such as trust, tolerance, openness to exchanging information, and support readiness. These attributes create an environment that fosters knowledge sharing among employees. Organizations that actively engage in knowledge sharing with other organizations also demonstrate a higher level of information exchange, which can lead to mutual benefits and growth (Kmieciak, 2021).

In the knowledge-based economy, knowledge sharing has gained increasing importance for organizations. It helps ensure that the existing knowledge within an organization is accessible and utilized by employees who require it. Social capital theory emphasizes the role of social interactions, systems, and learning in the development and sharing of knowledge within organizations. By leveraging social activities and relationships, companies can enhance their innovative capabilities and overall performance (Mitchell et al., 2012).

Zheng (2017), knowledge sharing involves transforming individual knowledge into a format that others can understand and utilize. It is a process that enables individuals to acquire new information and share both explicit and implicit knowledge. This exchange of knowledge occurs through communication and interaction among members of a group or organization. It facilitates the transfer of employee expertise, knowledge, and skills, contributing to collective learning and improvement.

According to Marek and Grzesiuk (2015), knowledge sharing is not merely a transfer of data but a social activity. It is socially acceptable for individuals to share their knowledge, and such behavior is expected to be reciprocated within a supportive environment. Engaging in knowledge sharing can lead to increased employee involvement and satisfaction. Research conducted by Gallup reveals that a significant portion of the workforce is not actively engaged in their work, highlighting the importance of creating opportunities for employees to contribute and make a difference. According to Pian et al. (2019) research findings, workers sharing knowledge with the co-workers have more chances of bringing innovative or novel ideas in the organization (Wang, 2025).

In summary, knowledge sharing plays a vital role in organizations, enabling collaboration, problem-solving, and the generation of new ideas. It relies on social interactions, trust, and supportive environments to facilitate the exchange of knowledge and improve employee engagement. Fostering a culture of knowledge sharing can lead to enhanced performance, innovation, and organizational success.

### **Employee work engagement as a dependent variable**

Engagement at workplace has been recognized as a main ingredient for organizational success. Additionally, employee's work engagement is seen positively as it encompasses employees' dedication and enthusiasm regarding their job/work (Ly, 2024). According to Bakker et al. (2013), highly engaged workers have a significant role in increasing productivity and preserving high levels of satisfaction, civic engagement, and performance. Sonnentag (2017) defined work engagement as an employee's positive, fulfilling, and job-related mindset that is marked by commitment, energy, and focus. The origins and effects of employee engagement are the subject of conflicting research in the literature (Saks et al., 2022). According to Borst (2018), EE has a negative correlation with two behavioral outcomes—turnover intentions and work holism—and a good correlation with two fundamental attitudinal outcomes—commitment and job satisfaction.

According to Truss et al. (2013), engagement was first presented in scholarly articles on social psychological work. Truss et al. (2013) define employee engagement as behavior characterized by the extent to which workers use mental, physical, and emotional aspects of themselves to demonstrate their jobs. Ma Prieto and Pérez-Santana (2014) go on to describe engagement as a psychological and bodily involvement when occupying and executing organizational positions.

Meanwhile, work engagement is described as a good, rewarding state of mind that is associated with one's profession and is marked by energy, devotion, and absorption (Demerouti et al., 2010). Numerous studies have demonstrated that employee satisfaction is positively impacted by employee enjoyment (Harter et al., 2020). Consequently, there is a strong positive correlation between employee happiness and engagement. Consequently, employee happiness is increased through worker participation.

Long-term business success requires a team that is both excited about their job and committed to following it through. Employee engagement is not always related to organizational performance. Employee performance has been proven to be consistent over time. Employee engagement is defined as "the process by which individuals bring their whole selves to work and use their entire range of mental, emotional, and kinesthetic abilities to do their task" (Sari et al., 2021). What we meant by "employee engagement" is an individual's degree of interest in and devotion to their work, as well as their emotions towards the organization for which they work. According to studies, organizations with passionate employees reported a 21% increase in profitability and a 17% increase in output (Harter et al., 2020).

### **Mediating role of innovative work behavior (IWB)**

In the context of an organization, Innovative work behavior in organizational business brings profits for a firm. A worker's innovativeness relates closely to IWB. It is considered as the beginning phase for emerging innovation in domain of resolving a problem or finding out its solution (Utomo et al., 2023). Dahiya and Raghuvanshi (2022), describes innovative work conduct as "the deliberate generation, promotion, and realization of new ideas that are beneficial to the survival of the organization." Furthermore, creative work conduct is defined as a multi-step technique in which one categorizes an issue for which they will generate new ideas and clarifications, works to encourage, and develops an appropriate set-up for the benefit of the organization (De Jong & Den Hartog, 2010). Three separate social tasks characterize creative job conduct: idea generation, advancement, and recognition. Given that creativity continues to rely heavily on the actions of employees in the organization and is considered critical to the achievement and survival of the organization, it seems that creative employee behavior is critical to the organization's success (Lambriex-Schmitz et al., 2020). IWB is recognized as voluntary act which takes place outside employee's responsibilities and work activities. It results in competitive gain to the firm (Al Daboub et al., 2024).

When employees develop new solutions or approaches, they are frequently going against and rejecting established conventions, beliefs, and preferences. Although employees are urged to think beyond the box and come up with novel solutions, managers who are unwilling to change their methods of doing things may obstruct their attempts (Yidong & Xinxin, 2013). As a result, it's critical for the individual who came up with the concept or solution to get approval from their coworkers before committing to executing it (Sari et al., 2021).

Line managers, on the other hand, may play a vital role in encouraging employees to use imaginative behavior, which is critical for assuring a continual stream of innovative concepts and

improvements. Based on this, it's reasonable to conclude that managerial supervisors' styles have a considerable impact on the relationship between their employees' individual IWB and job performance (Xu & Suntrayuth, 2022).

Innovative work behavior is when employees approach corporate tasks and services with fresh, worthwhile ideas. Amabile (1988) defined creative work behavior as the process by which employees generate, develop, and apply new ideas to solve problems. According to Sari et al. (2021), IWB among employees is the purposeful introduction and use of fresh concepts that address issues and motivate them within the company.

Individual inventive behavior is characterized as a complicated collection of acts in the workplace that include three distinct activities: developing, promoting, and realizing novel concepts (Fairfield et al., 2011). According to De Jong and Den Hartog (2010), individuals or employees play a role in innovative work behavior (IWB), indicating that employees go above routine tasks established in groups or organizations to check out the most recent advances in technology, support for new ways to accomplish goals, perform current job methods, and make sure they have resources that promote their original ideas.

Higher-level thinking patterns, detecting existing and future challenges, seeking opportunities, assessing performance gaps, and exploring current techniques to overcome these gaps and problems are all components of innovative work behavior (Masyhuri et al., 2021). Employees who engage in innovative work behavior (IWB) can quickly and correctly recognize changing work situations and suggest novel concepts for enhancing services and goods (Afsar et al., 2018). Problem investigation, idea generation, concept defending, and the execution of creative ideas are four characteristics of innovative behavior (Bos-Nehles et al., 2017).

Employee involvement in the workplace has been shown to have a large and favorable impact on the likelihood of employees freely disclosing secret information. Because knowledge sharing is a self-motivated and deliberate action, people who have a commitment to and like their work are more likely to share their ideas and experience with colleagues (Mohajan, 2019). According to research, job happiness boosts both worker efficiency and creativity on the job. With a lot of research being done on the topic of worker engagement at work, many researchers have determined that it is an important component in determining corporate performance (Aslan & Atesoglu, 2021).

The giving of information, ideas, know-how, and other support among personnel to accomplish a job or a specific activity is referred to as knowledge sharing (Wang et al., 2012). Knowledge sharing is the interchange of knowledge among individuals as well as teams at work. Similarly, knowledge exchange generates intellectual capital, which is a valuable resource in the management of finances. As a result, sharing knowledge is critical for knowledge manufacturing and creativity (Qammach, 2016). Nonaka and Von Krogh (2009) also argue that 'knowledge' is an essential ingredient for the innovation (Woodfield & Husted, 2022; Butt & Yazdani, 2023).

Shanker et al. (2017) assert that innovation is a crucial aspect of people's creativity and inventiveness at work. It is the key to attaining long-term, steady growth. Innovation is crucial factor for organizational success and competitive gain (Asghar et al., 2021; Butt & Yazdani, 2023a). One important factor that promotes innovation and creativity in the workplace is the organizational atmosphere (Phung et al., 2018). According to Shanker et al. (2017), there will be higher levels of dedication, motivation, and employee engagement if people give the organizational environment a good rating. According to Janssen (2000), innovative work behavior

encompasses a wide range of actions related to the generation, support, and application of ideas. Similarly, it is a multi-stage process in which an individual encounter an issue and then creates an idea that results in a solution to the particular issue with innovation and essential workforce support (Kamp, 2016).

### **Theoretical Framework and Study Hypotheses**

Based on social capital theory, this research will explore the theoretical model presented in figure 1 that depicts the connection between knowledge sharing and employees work engagement, which is mediated by IWB. The concept of social exchange (SE) can be used to describe the relationships between the study frameworks. Many professions, from management to human resources, look to the core concepts of social exchange theory (SET) for direction on how to treat workers with dignity (Mitchell et al., 2012). SE are connections between two or more parties (for example, links between an organization and employees) that necessitate future duties through a mutual sharing mechanism of finances with the positive goal of a future return (Uddin et al., 2018). Individual workers continue to reply to a great social interaction associated with such actions with encouraging answers if an organization, monitoring officer, or coworker performs a constructive action (Mitchell et al., 2012).

### **Core Relationships**

Employee work engagement is fueled by recognition and praise for their accomplishments in this area, which boosts their motivation for disseminating information more effectively. As a result of recognition, an inspired worker will be enthusiastic about knowledge-sharing approaches. Employees who receive incentives for working together and sharing their knowledge are more likely to be engaged at work. This implies a knowledge base capacity to respond in real-time to the demands and requirements of employees and the firm. To ensure that knowledge sharing contributes to a competitive advantage for the firm, it is vital to ensure that personnel are active in the process of knowledge management and sharing (Song & Chermack, 2008). Employee work engagement has proven to be a valuable technique in enabling organizations to seek and gain an edge over their competitors throughout time. Human resources, if correctly managed, are a big asset for an organization that competitors find difficult to replicate; thus, there is a greater emphasis on keeping employees engaged and delighted. Employee work engagement is positively influenced by organizational policies and practices followed inside the firm, which is critical to achieving corporate goals (Anitha, 2014).

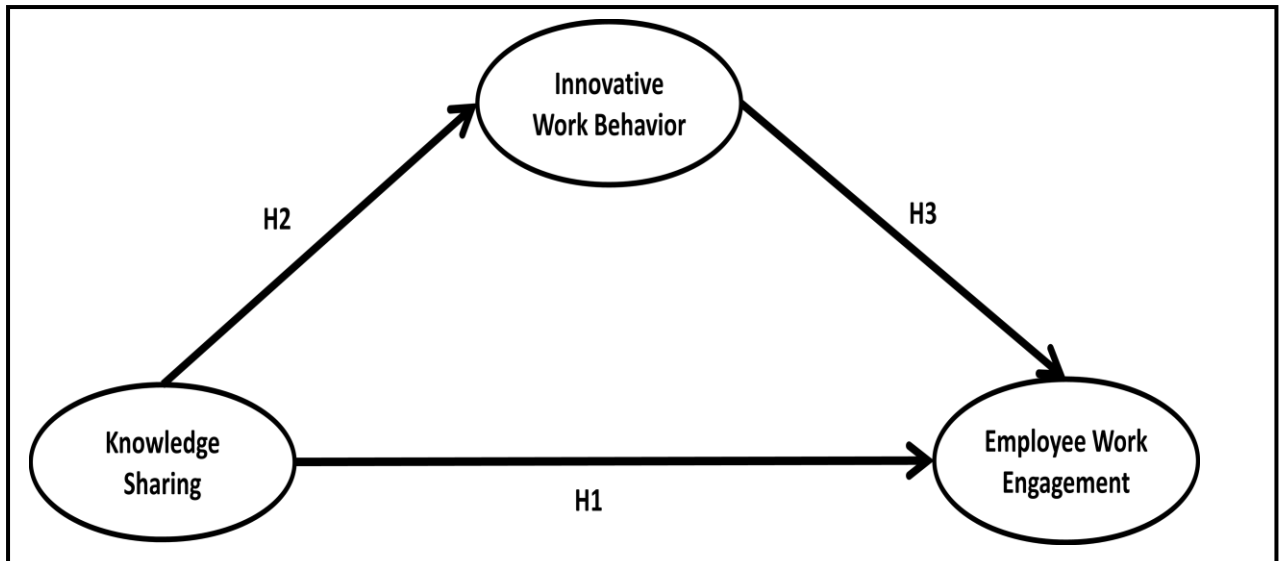
Following hypotheses are developed based on the aforementioned discussion for this research;

*H<sub>1</sub>: Employee work engagement (EWE) is positively related with knowledge sharing (KS).*

*H<sub>2</sub>: Innovative work behavior (IWB) is positively related with knowledge sharing.*

*H<sub>3</sub>: Employee work engagement (EWE) is positively related with innovative work behavior (IWB).*

*H<sub>4</sub>: Through the mediating role of Innovative work behavior (IWB), knowledge sharing (KS) is positively related with Employee work engagement (EWE).*



**Figure 1: Research model**

## **Research Methodology**

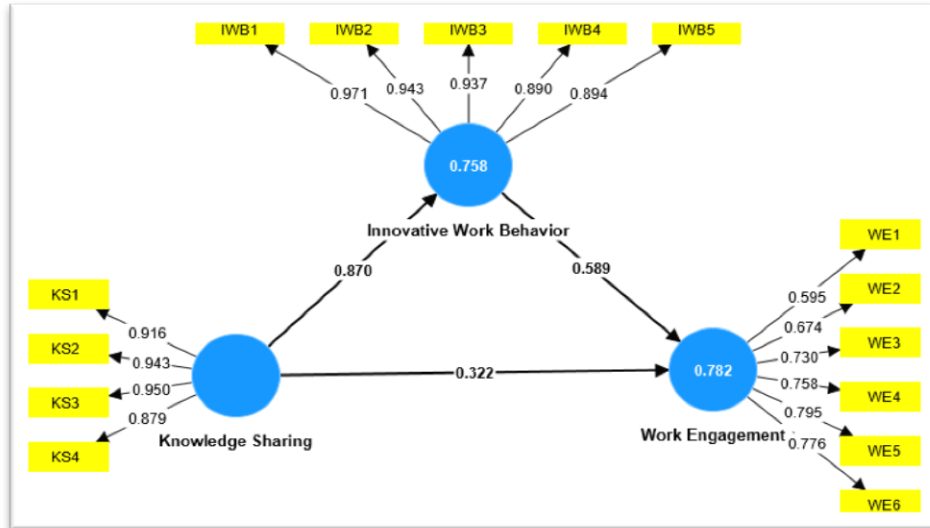
The research design used in this study was deductive and cross-sectional. This study adopted quantitative approach which encompasses data analysis and statistical techniques (Akhtar & Butt, 2022) to arrive at study results/outcomes (Akhtar et al., 2024; Akram et al., 2025). Textile sector employees from Pakistani organizations were the study respondents and a self-administered survey used to collect data. Random sampling technique was employed. A 7-point Likert scale questionnaire was used to gather data, and PLS Smart software was used for analysis. Previously validated measures were used to measure employee job engagement, IWB, and information sharing. The knowledge sharing items were adopted from developed by Long et al. (2024) and Bock et al. (2010). An innovative work behavior (IWB) scale items were adopted from De Jong & Den Hartog (2010). Employee work engagement scale items were adopted from Shuck et al. (2017). Considering scale items, one hundred and two (102) sample size was determined according to criteria defined by Hair et al. (2017), who recommended that a sample size ratio should be in range of 5 to 10 times of scale items (Butt & Yazdani, 2023). Considering a ratio of 1:5 according to the above criteria, the sample size of 102 was suitable for the study. Sample comprised of randomly selected employees from garment and textile sector industries of Pakistan. Survey method was employed for data collection and questionnaires were distributed to randomly selected organizations. Data were analysed through statistical software PLS.

## **Results and Analysis**

The findings should now be examined using a variety of tests and analyses, such as the Cronbach alpha reliability test, the composite reliability test, the goodness of fit test for the inner and outer models, and hypothesis testing.

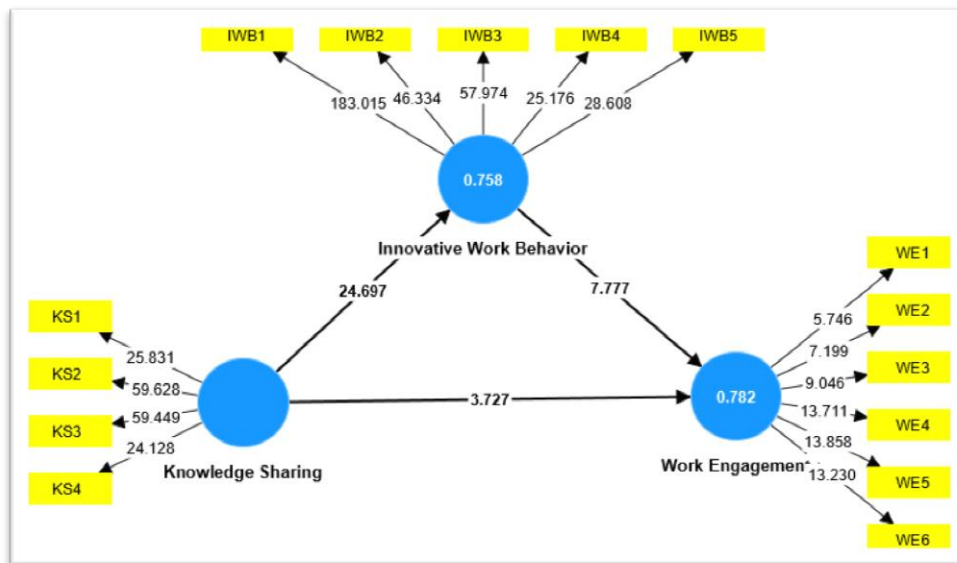
To ensure its comprehensibility, the questionnaire was evaluated with 10 prospective candidates prior to being sent to the target population. The internal consistency of the model is evaluated using Cronbach alpha. The partial least squares result for the model is shown in Figure 2.





**Figure 2: Model Result Using PLS**

To evaluate the statistical significance of PLS-SEM, the bootstrapping test was performed on the



**Figure 3: Result Using Bootstrapping**

Table 1 display the value cronbach’s alpha ( $\alpha$ ), average variance extracted and factor loadings obtained from the analysis. Value of  $\alpha$ ) was used to find out scale’s reliability, which indicates measurable cation of scale’s internal consistency (Butt & Yazdani, 2023; Akram et al., 2025). Results indicated that the scale used in this study is reliable According to Nunnally (1978) criteria, its value ‘exceeding 0.70’ is an indicator of good scale’s reliability (Butt, 2023) and is considered as the acceptable range (Umair et al., 2023). Goodness of fit test indicated that outer and inner models were acceptable. The convergent validity of the external model is estimated using the AVE rate and factor loading rate shown in tables 1.

In terms of assessing convergent validity, every indicator in table 1 seems to be accurate. The AVE rates of all latent variables are greater than 0.5, suggesting that the research technique hypotheses for each of these variables are accurate.

When analyzing closely related variables, convergent validity approach is employed. The average AVE, which measures convergent validity, is displayed in table 1. If composite reliability is better than 0.6 but AVE is less than 0.5, the construct's convergent validity is still considered excellent (Fornell & Larcker, 1981).

**Table 1: Measurement model and factor loadings**

Variables	Items	EFA (Loadings)	CA	AVE	Square root of AVE
Innovative Work Behavior (IWB)	IWB1	0.971	0.959	0.860	0.927
	IWB2	0.943			
	IWB3	0.937			
	IWB4	0.890			
	IWB5	0.894			
Knowledge Sharing (KS)	KS1	0.916	0.942	0.852	0.923
	KS2	0.943			
	KS3	0.950			
	KS4	0.879			
Employee Work Engagement (EWE)	WE1	0.595	0.817	0.525	0.735
	WE2	0.674			
	WE3	0.730			
	WE4	0.758			
	WE5	0.795			
	WE6	0.776			

**CA:** Cronbach alpha// **AVE:** Average variance extracted

**Reliability test for outer model**

An external model may be validated by evaluating the overall reliability of each hidden variable. The effect of the study on the outer model's dependability is displayed in Table 2.

**Table 2: Composite Reliability (outer model)**

	Composite reliability (rho_c)
Innovative Work Behavior (IWB)	0.969
Knowledge Sharing (KS)	0.958
Employee Work Engagement (EWE)	0.868

**Inner model Goodness-of-fit test**

The R<sup>2</sup> value is used in the Inner Model Goodness-of-Fit test. According to Table 3, Innovative Work Behavior has a R<sup>2</sup> value of 0.758, demonstrating that the independent variables in the model explain 75.8% of its variance, while the remaining 24.2% is influenced by other factors not

included in the model. Similarly, Work Engagement has a R<sup>2</sup> value of 0.782, meaning that 78.2% of its variance is accounted for by the predictors, with 21.8% explained by other factors. Since both R<sup>2</sup> values are relatively high, the inner model appears to be well-suited for hypothesis testing.

**Table 3: R Square Value for Inner Model**

	R-square
Innovative Work Behavior (IWB)	0.758
Employee Work Engagement (EWE)	0.782

### Hypothesis Test

Hypotheses are validated using the processing results generated by the bootstrapping test (figure 3). Based on the findings of the study, the test was used to determine whether the hypothesis was accepted or rejected. The outcomes of hypothesis testing and examining the path coefficient and t-test values are displayed in table 4.

**Table 4: Hypotheses Testing**

Sr No	Hypothesis	Suggested	Path Coefficient	T-Value	Significant	Confirmed
H <sub>1</sub>	EWE is positively related with KS.	+	0.322	3.727	***	YES
H <sub>2</sub>	IWB is positively related with KS.	+	0.870	24.697	***	YES
H <sub>3</sub>	EWE is positively related with IWB.	+	0.589	7.777	***	YES
H <sub>4</sub>	Through the mediating role of IWB, KS is positively related with EWE.	+	0.513	7.150	***	YES

\* Significance at 10% (1.645) p<0.10

\*\*Significance at 5% (1.96) p<0.05

\*\*\*Significance at 1% (2.576) p<0.01

The findings of the T-tests, path coefficients, and significance levels are taken into consideration when determining the hypotheses' outcomes, as indicated in Table 4. Although there are notable variations in each correlation, all variables show a positive link with one another.

### Discussions and Conclusion

This study's main goal was to investigate how knowledge sharing (KS), employee work engagement (EWE), and IWB related to Pakistan's garment and textile sector. The purpose of the study was to clarify the relationships between these factors and test the proposed framework/model in Pakistan context.

The study's conclusions showed a strong and favorable correlation between knowledge sharing (KS), employee work engagement (EWE), and IWB. The findings showed that employee work engagement (EWE) is positively impacted by KS. Study findings also showed that KS and IWB

had an even greater combined impact on employee work engagement (EWE). This implies that workers are more likely to be highly interested in their occupations if they actively share information/knowledge and behave creatively at work.

Additionally, the study looked into how IWB may act as a mediator between employee work engagement (EWE) and (KS). According to the results, workers who share information/knowledge are more likely to be creative/innovative in their work practices, which enhances their job satisfaction. This implies that sharing information/knowledge serves as a prelude to creative work practices, which in turn improve employee work engagement and boost productivity.

It's crucial to remember, too, that the statistics also pointed out several difficulties facing Pakistan's garment and textile sector. Organizations in this sector must address barriers to knowledge sharing (KS) and create an environment that fosters IWB and employee work engagement (EWE). Despite the fact that knowledge sharing was found to be positively associated with employee work engagement, it was observed that it may not fully contribute to engagement in this particular sector, suggesting that there may be other factors at play that hinder effective knowledge exchange within organizations operating in this industry. By encouraging innovative work behavior (IWB) and fostering an information-sharing culture, organizations can improve employee engagement (EWE) and, ultimately, their overall performance in this fiercely competitive industry.

### **Contribution and research implications**

This empirical study adds to the body of knowledge by investigating and confirming the connections between information/knowledge sharing (KS), IWB, and employee work engagement (EWE). The results highlight how crucial it is for businesses to build and preserve industry trust as it fosters employee involvement, information sharing, and innovative work practices. Companies may do this by actively including staff members in decision-making, appreciating constructive criticism, and being open and honest about their decision-making procedures.

Establishing a corporate culture that encourages knowledge sharing is essential. Nonetheless, it is critical to address the possible obstacles to information sharing, including worries about power dynamics, status, and organizational reputational issues. Employers should make an effort to foster an atmosphere where staff members are encouraged to contribute their skills and knowledge.

The study also demonstrated how information sharing, creative work practices, and employee job engagement interact. Organizations should investigate a variety of offline and online channels to promote the growth and sharing of explicit and tacit knowledge in the workplace. It is crucial to dismantle organizational silos and make it easier for people or groups working on job-related issues to exchange specialized information and ideas. Effective knowledge management techniques should also be used by enterprises to record, preserve, and share knowledge created inside the company. Organizations may foster an innovative culture by giving staff members access to digital platforms for shared knowledge, where they can talk, share ideas, and offer solutions for ongoing projects and management problems.

To sum up, this study emphasizes how important trust, information exchange, and creative work practices are to raising employee engagement and improving overall organizational performance. Organizations may successfully utilize the experience of their workers and propel success in a cutthroat business climate by cultivating a culture of trust, appreciating information sharing, and creating an atmosphere that encourages creativity.

## **Study Limitations and Directions for Future Research**

This study is subject to few limitations which should be addressed by future researchers. First limitation is sample size. Due to resource constraints this study only considered garment and textile sector employees of Pakistan. Future researchers should increase data sample and test this model by taking larger sample from other industrial sectors as well. Second limitation is the study context as study findings highlight the perspective of developing country Pakistan context. Future researchers should conduct and replicate the study framework by taking sample from developed countries. Finally, the study only considered IWB as mediating variable. Future researchers should consider new mediating and moderating variables which can impact employee's work engagement rather than IWB in the proposed framework.

## **References**

1. Afandy, D., Gunawan, A., Stoffers, J., Kornarius, Y. P., & Caroline, A. (2022). Improving knowledge-sharing intentions: A study in Indonesian service industries. *Sustainability*, *14*(14), 8305.
2. Afsar, B., Shahjehan, A., & Shah, S. I. (2018). Frontline employees' high-performance work practices, trust in supervisor, job-embeddedness and turnover intentions in hospitality industry. *International Journal of Contemporary Hospitality Management*, *30*(3), 1436-1452.
3. Ahmed, T., Khan, M. S., Thitivesa, D., Siraphatthada, Y., & Phumdara, T. (2020). Impact of employees engagement and knowledge sharing on organizational performance: Study of HR challenges in COVID-19 pandemic. *Human Systems Management*, *39*(4), 589-601.
4. Akhtar, Q., Butt, S., & Niaz, M. (2024). Time Series Analysis of Poverty Reduction Indicators: Case of Pakistan, India and Bangladesh. *Qlantic Journal of Social Sciences and Humanities*, *5*(2), 170-183.
5. Akhtar, Q., & Butt, S. (2022). Sequential mediation between night shift and job performance in the context of Pakistan. *International Journal of Management Research and Emerging Sciences*, *12*(4), 83-102.
6. Akram, M. S., ul ain Ahmed, Q., Butt, S., Hafeez, R., & Ashraf, T. (2025). Enhancing Sustainable Corporate Performance: The Role of Green Training, Employee Behavior, and Responsible Leadership. *The Critical Review of Social Sciences Studies*, *3*(1), 1676-1696.
7. Al Daboub, R. S., Al-Madadha, A., & Al-Adwan, A. S. (2024). Fostering firm innovativeness: Understanding the sequential relationships between human resource practices, psychological empowerment, innovative work behavior, and firm innovative capability. *International Journal of Innovation Studies*, *8*(1), 76-91.
8. Amabile, T. M. (1988). A model of creativity and innovation in organizations. *Research in organizational behavior*, *10*(1), 123-167.
9. Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, *63*(3), 308-323.
10. Aninkan, D. O., & Oyewole, A. A. (2014). The influence of individual and organizational factors on employee engagement. *International Journal of Development and Sustainability*, *3*(6), 1381-1392.
11. Aristana, I. N., Puspitawati, N. M. D., Salain, P. P. P., Koval, V., Konarivska, O., & Paniuk, T. (2024). Improving Innovative Work Behavior in Small and Medium Enterprises: Integrating Transformational Leadership, Knowledge Sharing, and Psychological Empowerment. *Societies*, *14*(11), 228.

12. Asghar, W., Jamil, M. R., & Niazi, A. (2021). Attaining Competitive Business Advantage by Knowledge Creation Process with the Mediating Impact of Organizational Learning and Innovation. *Research Journal of Social Sciences and Economics Review*, 2(4), 1-17.
13. Aslan, M., & Atesoglu, H. (2021). The effect of innovation and participation as workplace values on job satisfaction and the mediating effect of psychological ownership. *Sage Open*, 11(4), 21582440211061530.
14. Ahmed, T., Khan, M. S., Thitivesa, D., Siraphatthada, Y., & Phumbara, T. (2020). Impact of employees engagement and knowledge sharing on organizational performance: Study of HR challenges in COVID-19 pandemic. *Human Systems Management*, 39(4), 589-601.
15. Bakker, A. B., & Sanz-Vergel, A. I. (2013). Weekly work engagement and flourishing: The role of hindrance and challenge job demands. *Journal of vocational behavior*, 83(3), 397-409.
16. Bock, G. W., Lee, J. Y., & Lee, J. M. (2010). Cross cultural study on behavioral intention formation in knowledge sharing. *Asia pacific journal of information systems*, 20(3), 1-32.
17. Borst, R. T. (2018). Comparing work engagement in people-changing and people-processing service providers: A mediation model with red tape, autonomy, dimensions of PSM, and performance. *Public Personnel Management*, 47(3), 287-313.
18. Bos-Nehles, A. C., & Veenendaal, A. A. (2019). Perceptions of HR practices and innovative work behavior: the moderating effect of an innovative climate. *The International Journal of Human Resource Management*, 30(18), 2661-2683.
19. Butt, S. (2023). Employees' Perception Regarding In-House Training Programs in Pakistani Organizations. *Journal of Workplace Behavior (JoWB) Volume*, 4(1), 35-50.
20. Butt, S., & Yazdani, N. (2023). Implementation of Quality Management Practices and Firm's Innovation Performance: Mediation of Knowledge Creation Processes and Moderating role of Digital Transformation. *Pakistan Journal of Humanities and Social Sciences*, 11(4), 3881-3902.
21. Butt, S., & Yazdani, N. (2023a). Relationship Between Execution of Quality Management Practices and Firm's Innovation Performance: A Review of Literature. *Journal of Asian Development Studies*, 12(3), 432-451.
22. Chib, K. S., & Sehgal, G. (2019). A conceptual framework for measuring organisational performance through Knowledge Management's SECI model: A mediating role of innovation and practices. *International Journal of Knowledge Management and Practices*, 7(1), 55-70.
23. Dahiya, R., & Raghuvanshi, J. (2022). Validation of innovative work behavior scale: Indian apparel manufacturing sector. *Asia Pacific Management Review*, 27(2), 120-136.
24. De Jong, J., & Den Hartog, D. (2010). Measuring innovative work behavior. *Creativity and innovation management*, 19(1), 23-36.
25. Demerouti, E., Cropanzano, R., Bakker, A., & Leiter, M. (2010). From thought to action: Employee work engagement and job performance. *Work engagement: A handbook of essential theory and research*, 65(1), 147-163.
26. Fairfield, K. D., Harmon, J., & Behson, S. J. (2011). Influences on the organizational implementation of sustainability: an integrative model. *Organization Management Journal*, 8(1), 4-20.
27. Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and
28. Hair Jr, J. F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, 1(2), 107-123.

29. Harter, J. K., Schmidt, F. L., Agrawal, S., Plowman, S. K., & Blue, A. T. (2020). Increased business value for positive job attitudes during economic recessions: A meta-analysis and SEM analysis. *Human Performance*, 33(4), 307-330.
30. Hock-Doepgen, M., Montasser, J. S., Klein, S., Clauss, T., & Maalaoui, A. (2025). The role of innovative work behavior and organizational support for business model innovation. *R&D Management*, 55(1), 7-26.
31. Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and organizational psychology*, 73(3), 287-302.
32. Kamp, E. C. (2016). Innovative work behaviour: mapping out the knowledge sharing behind it. Research into the role of a central network position for innovative work behaviour of educational professionals and the mediating role of task conflict (Master's thesis).
33. Kmiecik, R. (2021). Trust, knowledge sharing, and innovative work behavior: empirical evidence from Poland. *European Journal of Innovation Management*, 24(5), 1832-1859.
34. Lambriex-Schmitz, P., Van der Klink, M. R., Beusaert, S., Bijker, M., & Segers, M. (2020). Towards successful innovations in education: Development and validation of a multi-dimensional Innovative Work Behaviour Instrument. *Vocations and Learning*, 13, 313-340.
35. Ly, B. (2024). Inclusion leadership and employee work engagement: The role of organizational commitment in Cambodian public organization. *Asia Pacific Management Review*, 29(1), 44-52.
36. Ma Prieto, I., & Pilar Perez-Santana, M. (2014). Managing innovative work behavior: the role of human resource practices. *Personnel review*, 43(2), 184-208.
37. Marek, A., & Grzesiuk, K. (2015, September). Diffusion of knowledge in organization from cultural and network perspective. In *CBU International Conference Proceedings* (Vol. 3, pp. 102-108).
38. Masyhuri, M., Pardiman, P., & Siswanto, S. (2021). Factor influencing job stress during covid-19: Empirical evidence from Bank Syariah Indonesia. *Jurnal Keuangan dan Perbankan*, 25(2), 355-366.
39. Mitchell, M. S., Cropanzano, R. S., & Quisenberry, D. M. (2012). Social exchange theory, exchange resources, and interpersonal relationships: A modest resolution of theoretical difficulties. In *Handbook of social resource theory: Theoretical extensions, empirical insights, and social applications* (pp. 99-118). New York, NY: Springer New York.
40. Mohajan, H. K. (2019). Knowledge Sharing among Employees in Organizations. *Journal of Economic Development, Environment and People*, 8(1), 52.
41. Nonaka, I., & Von Krogh, G. (2009). Perspective—Tacit knowledge and knowledge conversion: Controversy and advancement in organizational knowledge creation theory. *Organization science*, 20(3), 635-652.
42. Nunnally, J. C. (1978). *Psychometric Theory* 2nd edition (New York: McGraw)
43. Pian, Q. Y., Jin, H., & Li, H. (2019). Linking knowledge sharing to innovative behavior: The moderating role of collectivism. *Journal of Knowledge Management*, 23(8), 1652–1672.
44. Phung, V. D., Hawryszkiewicz, I., & Binsawad, M. (2018). Exploring how environmental and personal factors influence knowledge sharing behavior leads to innovative work behavior. In *Advances in Information Systems Development: Methods, Tools and Management* (pp. 97-112). Springer International Publishing.
45. Qammach, N. I. J. (2016). The mediating role of knowledge sharing on relationship between IT capability and IT support as predictors of innovation Performance: An Empirical Study on Mobile Companies in Iraq. *Procedia Economics and Finance*, 39, 562-570.

46. Sari, D. K., Christian, F., & Yudianto, A. (2021, April). Work engagement and innovative work behavior: Meta-analysis study. In *Proceedings of the international conference on psychological studies (ICPSYCHE 2020)* (Vol. 530, No. 53, pp. 359-366). Atlantis Press.
47. Shabrina, V., & Silvianita, A. (2015). Factors analysis on knowledge sharing at telkom economic and business school (tebs) telkom university bandung. *Procedia-social and behavioral sciences*, 169, 198-206.
48. Shanker, R., Bhanugopan, R., Van der Heijden, B. I., & Farrell, M. (2017). Organizational climate for innovation and organizational performance: The mediating effect of innovative work behavior. *Journal of vocational behavior*, 100, 67-77.
49. Shrestha, R. (2019). Employee engagement and organizational performance of public enterprises in Nepal. *International Research Journal of Management Science*, 4(1), 118-138.
50. Shuck, B., Adelson, J. L., & Reio Jr, T. G. (2017). The employee engagement scale: Initial evidence for construct validity and implications for theory and practice. *Human Resource Management*, 56(6), 953-977.
51. Saks, A. M., Gruman, J. A., & Zhang, Q. (2022). Organization engagement: a review and comparison to job engagement. *Journal of Organizational Effectiveness*, 9(1), 20-49.
52. Song, J. H., & Chermack, T. J. (2008). A theoretical approach to the organizational knowledge formation process: Integrating the concepts of individual learning and learning organization culture. *Human Resource Development Review*, 7(4), 424-442.
53. Sonnentag, S. (2017). A task-level perspective on work engagement: A new approach that helps to differentiate the concepts of engagement and burnout. *Burnout research*, 5, 12-20.
54. Teng, J. T., & Song, S. (2011). An exploratory examination of knowledge-sharing behaviors: solicited and voluntary. *Journal of knowledge management*, 15(1), 104-117.
55. Truss, C., Shantz, A., Soane, E., Alfes, K., & Delbridge, R. (2013). Employee engagement, organisational performance and individual well-being: exploring the evidence, developing the theory. *The international journal of human resource management*, 24(14), 2657-2669.
56. Uddin, M. A., Mahmood, M., & Fan, L. (2018). Why individual employee engagement matters for team performance? Mediating effects of employee commitment and organizational citizenship behaviour. *Team Performance Management: An International Journal*, 25(1/2), 47-68.
57. Umair, T., Amir, H., Bilal, K., & Butt, S. (2023). Moderating role of corporate image on service quality and customer satisfaction: Evidence from healthcare (Laboratory Franchises in Pakistan). *Journal of Asian Development Studies*, 12(3), 497-511.
58. Utomo, H. J. N., Irwantoro, I., Wasesa, S., Purwati, T., Sembiring, R., & Purwanto, A. (2023). Investigating the role of innovative work behavior, organizational trust, perceived organizational support: an empirical study on SMEs performance. *Journal of Law and Sustainable Development*, 11(2), e417-e417.
59. Wang, Z. (2025). Linking innovative knowledge sharing and employees' innovative behaviour: The mediating role of thriving at work. *Knowledge Management Research & Practice*, 23(1), 52-62.
60. Wang, H., Chen, X., Wang, H., & Xie, M. (2022). Employee innovative behavior and workplace wellbeing: Leader support for innovation and coworker ostracism as mediators. *Frontiers in Psychology*, 13, 1014195.
61. Wang, Z., & Wang, N. (2012). Knowledge sharing, innovation and firm performance. *Expert systems with applications*, 39(10), 8899-8908.
62. Wang, S., & Noe, R. A. (2010). Knowledge sharing: A review and directions for future research. *Human resource management review*, 20(2), 115-131.
63. Wales, T. (2013). Organizational sustainability: What is it, and why does it matter. *Review of enterprise and management studies*, 1(1), 38-49.



64. Woodfield, P. J., & Husted, K. (2022). Sharing knowledge across generations and its impact on innovation. *Wine Business Journal*, 5(1), 88-103.
65. Xu, Z., & Suntrayuth, S. (2022). Innovative work behavior in high-tech enterprises: Chain intermediary effect of psychological safety and knowledge sharing. *Frontiers in psychology*, 13, 1017121.
66. Yidong, T., & Xinxin, L. (2013). How ethical leadership influence employees' innovative work behavior: A perspective of intrinsic motivation. *Journal of business ethics*, 116, 441-455.
67. Yin, N. (2018). The influencing outcomes of job engagement: an interpretation from the social exchange theory. *International Journal of Productivity and Performance Management*, 67(5), 873-889.
68. Yu, D., & Yan, H. (2021). Relationship between knowledge base and innovation-driven growth: moderated by organizational character. *Frontiers in Psychology*, 12, 663317.
69. Zeeshan, S., Ng, S. I., Ho, J. A., & Jantan, A. H. (2021). Assessing the impact of servant leadership on employee engagement through the mediating role of self-efficacy in the Pakistani banking sector. *Cogent Business & Management*, 8(1), 1963029.
70. Zheng, T. (2017). A literature review on knowledge sharing. *Open Journal of Social Sciences*, 5(3), 51-58.