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Will Trust and Safety Make it Easier for Proactive Employees to Share Knowledge?--The Regulatory Effect of Servant Leadership

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Abstract: Based on the questionnaire data of 536 employees from China, this study explored the relationship between proactive personality and knowledge sharing behavior among employees, and the mediating effects of felling trust from supervisor and psychological safety, as well as the moderating effect of servant leadership. The results show that: (1) Employees' proactive personality can not only directly and positively predict knowledge sharing behavior, but also can be predicted through the mediating effects of felling trust from supervisors and psychological security. (2) Compared with the level of felling trust from supervisors, proactive personality will increase its level and lead to more tendency of knowledge sharing behavior among employees. (3) Servant leadership can promote the effect of proactive personality on felling trust from supervisors and psychological safety, but also can weaken the predictive effect of proactive personality on knowledge sharing behavior.

Keywords: Proactive Personality; Felling Trusted from Supervisor; Psychological Safety; Servant Leadership; Staff's Knowledge-sharing Behavior

Introduction.

With the rapid development of economy, innovation has become the key for enterprises to gain the competitive advantage. Staff's knowledge sharing behavior could transform personal intelligence and work experience into enterprise knowledge wealth, which makes the enterprise knowledge accumulated and innovated continuously, so that the enterprise could maintain or even create new competitive advantages. Knowledge sharing behavior is a process in which employees selectively transfer their own knowledge to other individuals or organizations through appropriate ways, which will make these knowledge reappear in original or new forms (Yang & long, 2008). As an important part of knowledge management (Wang, Su & Lei, 2014), this kind of sharing behavior would effectively promote the innovation of knowledge and the success of knowledge management projects (Xie & Ma, 2007). Therefore, how to promote the knowledge sharing behavior among employees by the effective ways is an important issue with practical implications.

Motivational factors such as individual attitude, individual characteristics factors and situational factors such as management support are the main causes influencing the knowledge sharing behavior (Wang & noe, 2010). From the perspective of the Holistic interaction theory, human and situational system constitute an integrated, complex and dynamic whole, and the individual is only a part of it (Magnusson & Stattin, 1998). At the same time, people with higher status tend to have greater influence (driskell & Mullen, 1990). As an important participant in the working environment, will leaders' words and deeds affect staff's knowledge sharing behavior? Based on the above, we will choose the personality traits and perception of employees and the factors of leaders as a comprehensive perspective, to study the relationship between them through the questionnaire survey. First of all, we hope this would promote the research on the phenomenon of employees actively sharing knowledge at work, and explore some mechanisms that promote or inhibit this behavior's occurrence. Then, managers could better understand the impact of their own behaviors on the subordinates' knowledge sharing behavior, so as to improve employees' attitude towards knowledge sharing in the work scene and enhance this important extra-role behavior (Fernie, green, weller & Newcombe, 2003).

Theory and research hypothesis

Proactive personality and staff's knowledge sharing behavior

Individuals with proactive personality are relatively free from the environmental constraints, and are more able to influence environmental changes. At the same time, they have the ability to identify the opportunities, and persevere the right actions until they succeed (Bateman & crant, 1993). On the one hand, individuals who are self reliant and future oriented (greguras & diefendorff, 2010), will take actions to achieve their long-term goals, so knowledge sharing behavior that brings long-term benefits to individuals and organizations becomes the necessary choice; On the other hand, employees with proactive personality will keep looking for

continuous improvement opportunities during the work process or in the work results, and sharing knowledge is the best way to make up for the deficiencies and promote the improvement. We believe that employees with proactive personality are more willing to communicate and cooperate, and communication (khvatova, block, Zhukov & Lesko, 2016) and cooperation (alsharo, Gregg & Ramirez, 2016) are one of the important factors that influences knowledge sharing behavior. Based on the above, this study puts forward the following hypotheses:

H1: proactive personality has a positive effect on knowledge sharing behavior.

The mediating effect of perceiving trust from supervisors

Felling trusted refers to the willingness of one party to take risks on the behavior of the other party (Gillespie, 2003). It is an optimal strategy to make employees feel the trust from the organization and Leadership (Salamon & Robinson, 2008). Employees will take the organization improvement and the work as their own responsibility, and then promote employees to share knowledge. In the meanwhile, trust is often mutual. When employees perceive more trust from their supervisor, they will also have more trust in their supervisor, and the trust from employees to their supervisor is one of the significant factors of knowledge sharing behavior (Kim & Ko, 2014).

On the other hand, the individuals with proactive personality will get higher evaluation from their supervisor leaders in terms of the working performance (Zhang & Yang, 2017), which helps them gain more self-confidence and the trust from their leaders. Also, individuals with proactive personality have higher enthusiasm for their jobs that stimulate stronger intrinsic motivation (Chen & Kao, 2014), which enables them to complete their work better and gain more trust. At the same time, more sense of internal control will make employees think that their performance will gain more trust from their supervisors. Based on the above, this study puts forward the following hypotheses:

H2: proactive personality has a positive effect on felling trust from supervisors.

H5: felling trust from supervisors has a positive impact on staff’s knowledge sharing behavior.

The mediating effect of psychological safety

The psychological safety originated from the research of organizational change (Schein & Bennis, 1965) shows the employees' perception of their own safety level when they present themselves in the organization (Li & Zhao, 2017). On the one hand, interpersonal relationship which based on trust and support could bring psychological security (Carra, 2013). And one of the important sources for employees to perceive trust and support is that the supervisors take the important participant in interpersonal relationship. When employees feel that they are in a safe atmosphere, they would increase initiative behaviors such as innovation, seeking feedback and pointing out mistakes (Edmondson, 2004). Knowledge sharing, an extra-role behavior (Fernie et

al., 2003), also needs such initiative.

On the other hand, employees with proactive personality will take positive actions to deal with things and improve the environment (Bateman & crant, 1993). Compared with the negative employees, they are more confident that they could win the success, and feel more control over the work process, and then experience more security from their own ability. Knowledge sharing needs to be carried out in such a safe environment. When employees share their knowledge, they usually evaluate the benefits and risks. And the safe atmosphere will reduce their concerns that sharing their own experience and knowledge to others will not bring bad influences or threats to others even if they are wrong. Based on the above, this study puts forward the following hypotheses:

H3: proactive personality has a positive impact on psychological safety.

H4: felling trust from supervisors has a positive impact on psychological safety.

H6: psychological safety has a positive impact on staff's knowledge sharing behavior.

The regulatory effect of servant leadership

Service oriented leaders will put serving others, organizations and society above their own interests. With the help of servant leadership, people who received the services will make real progress (Greenleaf, 1977). Servant leaders pay lots of attention to the growth and development of group members (Patterson, 2003), they respect the personal dignity and value of their subordinates, and take serving others as the first priority to meet the physiological, psychological and emotional needs of the subordinates. Service oriented leaders will first care for their subordinates, then their talents, and finally the benefits the subordinates could bring to the organization. This kind of care is not a means in the process of work, but from the heart (Winston, 2004). At the same time, they will trust their subordinates more and show more empowering behavior. This kind of sincere care and assist is helpful for employees to develop their subjective initiative, create a safe team atmosphere (Yan, Xiao & Tang, 2017), that provides employees with a sense of psychological security and makes them feel trusted by their supervisors.

On the other hand, Service oriented leaders are not only paying attention to the vision of the organization, but also more attention to the long-term development of subordinate individuals. They try to understand and help their subordinates form an understanding of goals, directions, trends and dignity. Meanwhile, they can well understand and listen to their subordinates' opinions (Patterson, 2003). They pursue and promote altruistic behavior with a selfless and humble attitude. No matter to subordinates or organizations, service-oriented leaders will promote good knowledge exchange behavior in order to achieve continuous learning and good development. Based on the above, this study puts forward the following hypotheses:

H7: servant leadership moderates the relationship between proactive personality and felling trust from supervisors, making the positive relationship stronger when the level of proactive personality is higher.

H8: servant leadership moderates the relationship between proactive personality and psychological safety, which makes the positive relationship stronger when the level of proactive personality is higher.

H9: servant leadership moderates the relationship between proactive personality and knowledge sharing behavior, which makes the positive relationship stronger when the level of proactive personality is higher.

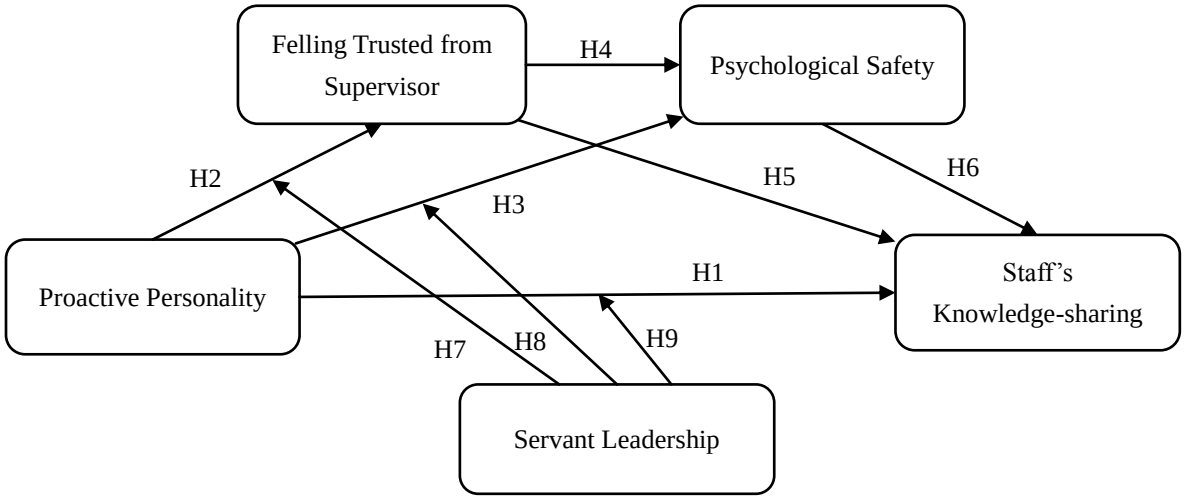

Figure 1: Research framework

Research methods

Data collection and research samples

The Chinese version of the questionnaire is adopted, and the applicability of the scales are verified by referring to previous studies conducted in China. In order to ensure the quality of translation, those that are not verified aresubject to translation and reverse translation (Zhang et al., 2020)before use. A pre-test is carried out, and a survey engages 684 in-service employees of 12 companies or organizations that operated in Chinain 2021. Employees are engaged through a combination of online and paper questionnaires. A total of 647 questionnaires are collected and 111 invalid questionnaires are excluded. Finally, 536 valid questionnaires are obtained. Most of the participants are men (60.3%), 75.9 percent of whom are married;27.2 percent of them are aged 30 years-of-ageand below; 18.3 percent are aged between31-40 years-of-age; 28.7 percent are aged between41-50 years-of-age; and 25.7 percent are 50 years-of-age and above.

Measurement methods

Six-point Likert scoring method is adopted in all the scales used, and the evaluation score of 1-6 respectively represent "Strongly disagree", "Disagree", "Sort of disagree", "Sort of agree", "Agree" and "Strongly agree".

The 17-item scale developed by Bateman & Crant (1993) is used for proactive personality,

andthe items include"When I see others in trouble, I will try my best to help them".Confirmatory factor analysis showsthatχ^2=16.641 (DF=5), RMSEA=0.066, SRMR=0.010, GFI=0.993, TLI=0.988, CFI=0.995 and NFI=0.990. The item factor loading is all greater than0.857,and the model has a good fit and construct validity. The AVE valueis 0.766 and the CR value is 0.942, which indicates the scale has higher convergent validity. And the Cronbach α coefficientis 0.942.

The 10-item scale developed by Gillespie(2003) is used for felling trusted from supervisor, andthe items include"My direct supervisor will try to get me involved the matters those he feels are important and create an impact on me".Confirmatory factor analysis showsthatχ^2=6.396 (DF=2), RMSEA=0.064, SRMR=0.008, GFI=0.996, TLI=0.994, CFI=0.997 and NFI=0.992. The item factor loading is all greater than0.868,and the model has a good fit and construct validity. The AVE valueis 0.764 and the CR value is 0.928, which indicates the scale has higher convergent validity. And the Cronbach α coefficientis 0.928.

The 5-item scale developed by Liang, Farh & Farh (2012) is used for psychological safety, andthe items include"I can express my true feelings about my work".Confirmatory factor analysis showsthatχ^2=4.042 (DF=2), RMSEA=0.044, SRMR=0.008, GFI=0.997, TLI=0.996, CFI=0.999 and NFI=0.996. The item factor loading is all greater than0.811,and the model has a good fit and construct validity. The AVE valueis 0.723 and the CR value is 0.912, which indicates the scale has higher convergent validity. And the Cronbach α coefficientis 0.912.

The 7-item scale developed by Gao & Zhao (2014) is used for servant leadership, andthe items include"I also turn to my supervisor for help when I have a personal problem rather than a work problem". Confirmatory factor analysis showsthatχ^2=4.138 (DF=2), RMSEA=0.045, SRMR=0.006, GFI=0.998, TLI=0.996, CFI=0.999 and NFI=0.999. The item factor loading is all greater than0.883,and the model has a good fit and construct validity. The AVE valueis 0.806 and the CR value is 0.943, which indicates the scale has higher convergent validity. And the Cronbach α coefficientis 0.943.

The 3-dimensional 15-item scale developed by Yang & Long (2008)is used for staff’s knowledge-sharing behavior, andthe items include "Whenever I learn new knowledge, I am willing to teach my colleagues".Confirmatory factor analysis shows that χ^2=79.718 (DF=24), RMSEA=0.066, SRMR=0.022, GFI=0.982, TLI=0.968, CFI=0.987, andNFI=0.981. The item factor loading is all greater than 0.869, and the model has a good fit and construct validity. The AVE values are 0.836, 0.789 and 0.786, and the CR values are respectively 0.939, 0.918 and 0.917, whichindicates the scale has higher convergent validity. And the Cronbach α coefficients are respectively 0.938, 0.918 and 0.916.

Results

The common method biasis procedurally controlled by anonymous and reverse measurement of some items (Zhou & Long, 2004). The collected dataare subject to Harman's single-factor test to detect the common method bias(Eby & Dobbins, 1997; Livingstone, et al., 1997). Atotal of 6 factors with a characteristic root greater than 1areextracted from the unrotatedexploratory factor analysisresults, and the maximum variance explanation rate is found to be lower than 40 percent, which indicates no serious common method bias exists.

The mean, standard deviation and correlation of research variables are shown in Table 1. The results show significant correlations amongthe research variables.

Table 1: Descriptive statistics and correlation analysis of variables (N = 536)

	M	SD	PP	FTS	PS	SL	SKSB
Proactive Personality	4.332	.865	1				
Felling Trusted from Supervisor	3.850	.886	.170***	1			
Psychological Safety	3.835	.797	.573***	.323***	1		
Servant Leadership	4.160	.972	.553***	.360***	.513***	1	
Staff's Knowledge-sharing Behavior	4.322	.828	.677***	.260***	.594***	.527***	1

Note 1: $^{*}p<0.05$, $^{**}p<0.01$, $^{***}p<0.001$: A significant level, as below;

Note 2: All values are rounded to three decimal places, as below.

Conditional process analysis

In order to detect the extent to which the operationmechanism of an effect is dependent on, or changes in accordance with a number of factors (including a background, individual differences, a situation or a stimulus (Hayes & Rockwood, 2020)), we perform atest that usesmacro-process in SPSS (Hayes, 2013) via bootstrapping (10,000 resamples).The influences of gender and marital status arecontrolled in all models.

Table 2 shows the test results for the mediating effect offelling trusted from supervisor and psychological safety in the interaction between proactive personality and staff's knowledge-sharing behavior. This confirms that proactive personalityhavea significant predictive effect on staff's knowledge-sharing behavior (β=0.661, t=20.749, p<0.001), and also indicates the direct predictive effect of proactive personality on staff's knowledge-sharing behavior remains significant after the mediating variable'felling trusted from supervisor'and 'psychological safety' is added (β=0.485, t=13.417, p<0.001). The positive predictive effect of proactive personality on felling trusted from supervisoris found to besignificant (β=0.343, t=9.977, p<0.001), andfelling trusted from supervisoris also found to have a significant positive predictive effect on staff's knowledge-sharing behavior (β=0.087, t=2.782, p<0.001).Our test results show that staff's knowledge-sharing behavior level will rise when the level of proactive personality increases, and proactive personality will raise the staff's knowledge-sharing behavior level by enhancing theirfelling trusted from supervisor. Hypotheses 1, 2 and 5 are therefore all

found to be valid.

on the other hand, proactive personalityhavea significant predictive effect on psychological safety (β=0.534, t=15.259, p<0.001),employee's felling trusted from supervisor also havea significant predictive effect on psychological safety (β=0.232, t=6.696, p<0.001).Meanwhile, psychological safetyhavea significant predictive effect on staff's knowledge-sharing behavior (β=0.281, t=7.519, p<0.001). Our test results show that staff's knowledge-sharing behavior level will rise when the level of psychological safety increases, and proactive personality and felling trusted from supervisor will raise the staff's knowledge-sharing behavior level by enhancing theirpsychological safety. Hypotheses 3,4 and 6 are therefore all found to be valid.

Table 2: Test results of mediating model

	Regression equation (N=536)		Significance of coefficient					
	Outcome variable	Predictive variable	*B*	*β*	SE	*t*	LLCI	ULCI
1	SKSB	PP	0.632	0.661	0.031	20.749***	0.572	0.692
		R	0.686					
	Fit Index	R^2	0.471					
		F	157.546***					
2	FTS	PP	0.176	0.172	0.044	3.986***	0.089	0.263
		R	0.172					
	Fit Index	R^2	0.030					
		F	5.395***					
3	PS	PP	0.492	0.534	0.032	15.259***	0.429	0.555
		FTS	0.209	0.232	0.031	6.696***	0.148	0.270
		R	0.617					
	Fit Index	R^2	0.380					
		F	81.495***					
4	SKSB	PP	0.464	0.485	0.035	13.417***	0.396	0.532
		FTS	0.081	0.087	0.029	2.782**	0.024	0.138
		PS	0.292	0.281	0.039	7.519***	0.215	0.368
		R	0.736					
	Fit Index	R^2	0.542					
		F	125.280***					

The upper and lower limits of the 95 percent bootstrap confidence interval (CI)of the direct effect of proactive personality on staff's knowledge-sharing behavior and the mediating effect of perceived insider status do not contain 0 (Table 3), which indicates that proactive personality can not only directly predict thestaff's knowledge-sharing behavior, but can also predict thestaff's knowledge-sharing behavior through part of the mediating effect of felling trusted from supervisor and psychological safety. The direct (0.464) and indirect effect (0.168) respectively

account for 73.36 percent and 26.64 percent of the total effect (0.632), felling trusted from supervisor and psychological safetyplay a partial mediating role. On the other hard, through the comparison of indirect effects that compared with the felling trusted from supervisor level, the proactive personality will increase psychological safety level and then appear more staff's knowledge-sharing behavior tendency.

Table 3: Decomposition of indirect, direct and total effect

Type of effect		Effect	Boot SE	Boot LLCI	Boot ULCI	Ratio
Indirect effect	TOTAL	0.168	0.024	0.122	0.217	26.64%
	Ind1	0.014	0.007	0.003	0.030	
	Ind2	0.144	0.022	0.101	0.189	
	Ind3	0.011	0.004	0.004	0.020	
Comparison of indirect effects	Ind1 - Ind2	-0.129	0.025	-0.178	-0.081	
	Ind1 - Ind3	0.004	0.006	-0.007	0.017	
	Ind2 - Ind3	0.133	0.022	0.092	0.177	
Direct effect		0.464	0.035	0.396	0.532	73.36%
Total effect		0.632	0.031	0.572	0.692	

Ind1：PP ->FTS -> SKSB

Ind2：PP -> PS -> SKSB

Ind3：PP ->FTS -> PS -> SKSB

A further test(Table 4) is conducted afterservant leadership issubstituted into the model, and the predictive effects of interaction betweenproactive personality and servant leadership on staff's knowledge-sharing behavior (β=-0.118, t=-5.023, p<0.001) and felling trusted from supervisor (β=0.074, t=2.245, p<0.05) and psychological safety (β=0.063, t=2.294, p<0.05) are found to be significant, which suggests that servant leadership does not only exert a regulatory effect on the direct prediction of staff's knowledge-sharing behavior by proactive personality, but also regulates thepredictive effect of proactive personality on felling trusted from supervisor and psychological safety.

Table 4: Test results of moderating model

	Regression equation (N=737)		Significance of coefficient				
	Regulated variable	Predictive variable	β	SE	t	LLCI	ULCI
1	FTS	PP	-0.022	0.049	-0.454	-0.119	0.074
		SL	0.410	0.049	8.327^{***}	0.313	0.507
		PP x SL	0.074	0.033	2.245^{*}	0.009	0.138
	Fit Index	R			0.378		
		R^2			0.143		
		F			17.689^{***}		
2	PS	PP	0.440	0.041	10.800^{***}	0.360	0.519

		FTS	0.163	0.036	4.533***	0.092	0.233
		SL	0.241	0.043	5.562***	0.156	0.326
		PP x SL	0.063	0.027	2.294*	0.009	0.116
		R			0.617		
	Fit Index	R^2			0.381		
		F			40.584***		
3	SKSB	PP	0.403	0.039	10.426***	0.327	0.479
		FTS	0.073	0.031	2.320*	0.011	0.135
		PS	0.275	0.037	7.353***	0.201	0.348
		SL	0.075	0.038	1.947	-0.001	0.150
		PP x SL	-0.118	0.024	-5.023***	-0.165	-0.072
		R			0.755		
	Fit Index	R^2			0.570		
		F			99.840***		

Simple slope analysisis then conducted. When Hypothesis 7is tested, the significance level of the interaction terms is not found to be ideal (p<0.05), in the case of participants with a higher level of servant leadership (M + 1SD), proactive personalitynot have significant predictive effect on felling trusted from supervisor (*simple slope*=0.051, t=0.804, p>0.05); in the case of participants with a lower level of servant leadership (M - 1SD), the predictive effectnot have significant too(*simple slope*=-0.096, t=-1.777, p=0.076). Andthe difference between high and low levelsis not intuitively reflected in the effect diagram plotted by aselected-point method. The limited number of selected points(usually 2-3 points) means it is only possible to learn limited information (Bauer & Curran, 2005; Spiller, et al., 2013).

In order to overcome these shortcomings, the Johnson-Neyman Method (Johnson & Neyman, 1936) that wasoriginally used to analyze covarianceis adopted, and this is consistent with the contributions of other researchers who called for this method to be used (Bauer *et al*., 2005; Hayes, 2013; Spiller *et al*., 2013).

Figure 2 shows that the simple slope was significantly not 0within the value range [-3.249, -1.246] of servant leadership (after standardization). And when servant leadership is higher, proactive personality have a stronger influenceon felling trusted from supervisor. In other words, the influence of proactive personalityon felling trusted from supervisor grows with increases inservant leadership, and servant leadership plays a positive regulatory role. Hypothesis 7 is therefore valid.

Figure 3 shows that the simple slope was significantly not 0within the value range [-3.249, 1.893] of servant leadership (after standardization), and participants with a higher level of servant leadership (M + 1SD) and a proactive personalityexerted a significant positive predictive effect on psychological safety (*simple slope*=0.502, t=9.508, p<0.001); in the case of participants

with a lower level of servant leadership (M - 1SD), the positive predictive effect of proactive personality on psychological safetyis found to be smaller (*simple slope*=0.377, *t*=8.405, *p*<0.001). As individual servant leadership improves, the predictive effect of proactive personality on psychological safety will gradually enhance, and servant leadership will play a positive regulatory role. On this basis,Hypothesis 8 is found to be valid.

Figure 4 shows that participants with a higher level of servant leadership (M + 1SD) and a proactive personalityexerted a significant positive predictive effect on staff's knowledge-sharing behavior (*simple slope*=0.285, *t*=5.794, *p*<0.001); in the case of participants with a lower level of servant leadership (M - 1SD), the positive predictive effect of proactive personality on staff's knowledge-sharing behavioris found(*simple slope*=0.521, *t*=12.701, *p*<0.001). As individual servant leadership improves, the predictive effect of proactive personality on staff's knowledge-sharing behavior will gradually reduce. On this basis,Hypothesis 9 is not found to be valid.

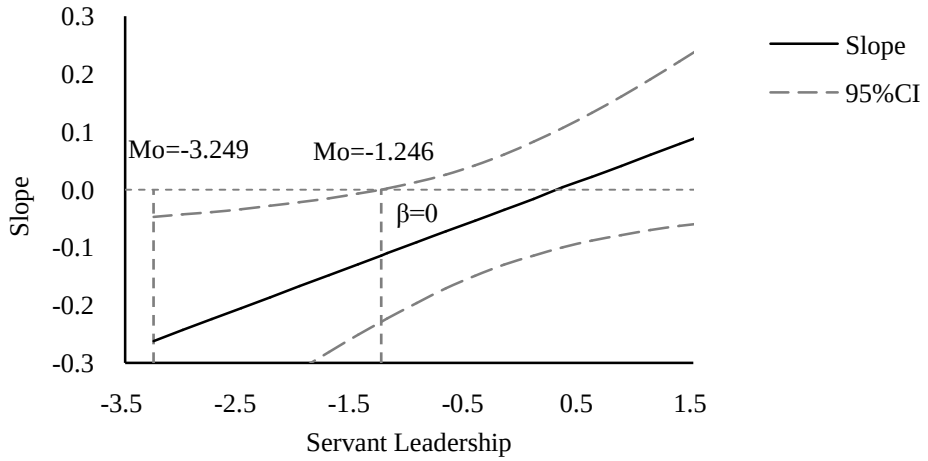

Figure 2: Regulatory effect of servant leadershipon felling trusted from supervisor

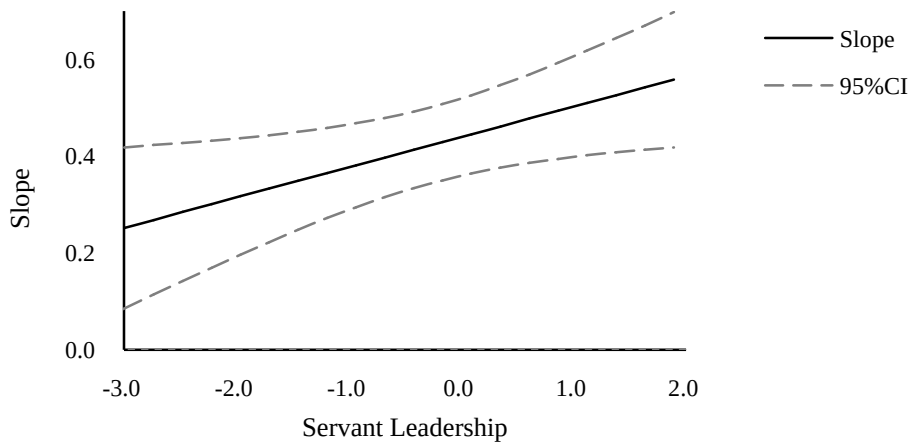

Figure3: Regulatory effect of servant leadershiponpsychological safety

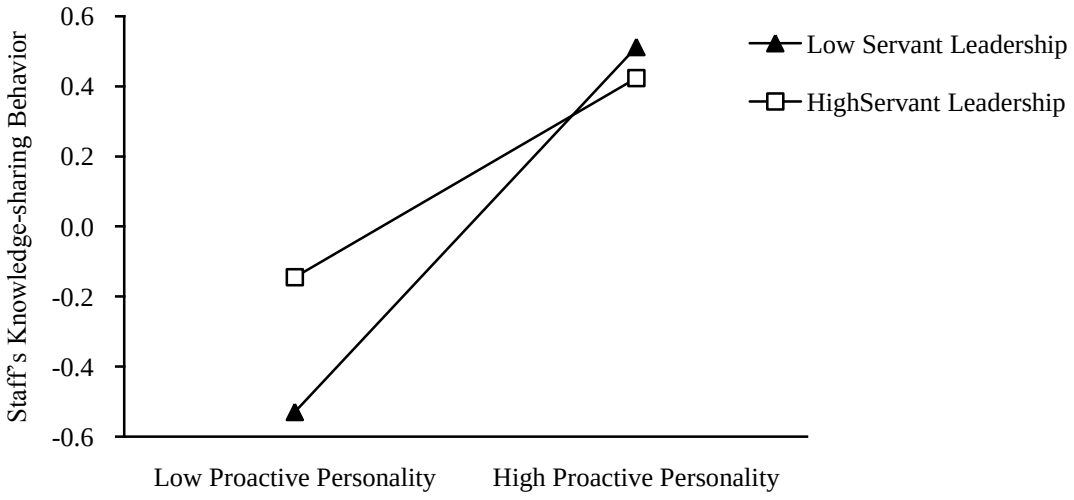

Figure4: Difference in interaction between proactive personality and staff's knowledge-sharing behavior under high and low-level servant leadership

Discussion

We construct a conditional process analysis model with perceiving trust from supervisors and psychological security as mediating variables and servant leadership as moderating variable to clarify how proactive personality affects staff's knowledge sharing behavior. We get the following conclusions: (1)proactive personality can not only positively predict employees' knowledge sharing behavior, but also positively predict perception of employees from supervisors' trust and psychological security level. In the meanwhile, perceiving trust from supervisors and psychological security level can positively predict staff's knowledge sharing behavior. It shows that the level of proactive personality can not only directly lift the level of knowledge sharing behavior, but also increase the level of perceiving trust from supervisors and psychological safety of employees, so as to raise the level of knowledge sharing behavior. perceiving trust from supervisors and psychological safety play the part of mediating roles. The results are consistent with our hypothesis. It is proved that the ways of appointing or promoting proactive employees, creating a harmonious and safe team atmosphere, and enhancing mutual trust between supervisors and subordinates are helpful for employees to share knowledge in the team. (2)Perceiving trust from supervisors can significantly positively predict the level of psychological security, that is, psychological security can mediate the impact of perceiving trust from supervisors on staff's knowledge sharing behavior. The influence of proactive personality on knowledge sharing behavior through psychological safety is stronger than the other two mediating effects. The results show that compared with the perceived trust level of supervisors, proactive personality will increase the level of psychological safety and then lead to more knowledge sharing behavior tendency of employees. (3) Servant leadership can not only enhance

the predictive effect of proactive personality on perceiving trust from supervisors, but also increase the predictive effect of proactive personality on psychological safety. However, servant leadership plays a weakening role in the direct prediction of proactive personality on staff's knowledge sharing behavior, which is not in line with our assumption. Perhaps it is because service-oriented leaders who take serving others as the first priority, and too much service leads to the effect of responsibility decentralization or responsibility transfer, which reduces employees' initiative. But what makes servant leadership weaken the influence of proactive personality on knowledge sharing behavior would be further explored in future research.

Significance and suggestions

Our research expands the research scope of servant leadership and knowledge sharing behavior among employees which discusses the staff's knowledge sharing behavior in the explained position, and proves this influence mechanism. At the same time, in the daily management work, it provides a reference scheme to improve the working state and psychological safety of employees, and promote the employees' active knowledge sharing behavior in the workplace environment. First, it can enhance the employees' active personality level and psychological safety, so as to achieve the positive effect of resources, Enterprises need to take a variety of ways to improve the psychological safety of employees. For example: improving the protection of employees' rights and interests, setting up more fair and reasonable rules and regulations, so as to improve the psychological safety of employees; Establishing more transparent and effective internal communication channels, reducing the uncertainty caused by the lack of key information communication in the work, and improving the psychological safety of employees. According to the career development prospects of employees, providing more training to improve personal professional skills will help employees improve their personal ability, so as to enhance psychological safety. Secondly, it is found that superior managers with servant leadership style can positively affect employees perceiving trust from supervisors and the level of psychological safety, and increase the possibility for employees to actively share knowledge that could improve work atmosphere and interpersonal relationship, finally improve enterprises' innovation ability, and ensure enterprises' competitiveness in the market.

Thirdly, based on the effectiveness study results of the interaction between the level of servant leadership and proactive personality on employees' knowledge sharing behavior, enterprises can formulate employee authorization system at all levels according to the actual situation, and promote more equal and effective communication and coordination between servant leadership and employees, so as to enhance the positive effect of servant leadership on employees' active knowledge sharing behavior. In addition, enterprises can also build a corporate culture with service and altruistic values to improve employees' knowledge sharing behavior.

Limitations and future research

We would like to conclude by acknowledging some limitations of this study. First, there are

many factors that affect staff's knowledge-sharing behavior. This study's model cannot fully explain the overall mechanism that affects staff's knowledge-sharing behavior, and the self-reported data may produce problems, which include exaggerating the structural correlation (Podsakoff et al., 2003), prejudice (Nicaise et al., 2011) and social desirability effect (Brenner & Delamater, 2014). Second, samplesthat are selected byanon-random sampling methodcannot represent all types of employees, and this means that the study's model is unlikely to be able to effectively predict. Future research should more precisely focus on different types of employees, expand the sample size and further explore the influencing mechanismof proactive personality on staff's knowledge-sharing behavior. In addition, researchers should also seek to identify other influencing factors.

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