ENHANCING KNOWLEDGE SHARING IN ORGANIZATIONS THROUGH THE PROACTIVE PERSONALITY OF EMPLOYEES

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Abstract: The success of knowledge sharing within an organization begins with individual cooperation. HR professionals implement their process to recruit and select an employee who is competent and fit. This current study aims to examine the relationship between proactive personality and knowledge sharing in the organization. The mediating role of work engagement will be investigated. The moderating roles of social media usage and perceived organizational support have also been highlighted. Data was collected from 620 participants in eight commercial airlines in Thailand. Data was analyzed using SmartPLS software. The results reveal that proactive personality positively influences knowledge sharing. Perceived organizational support negatively moderates the relationship between proactive personality and knowledge sharing. On the other hand, work engagement does not significantly play a mediating role. Media usage does not moderate the relationship of the relationship. These findings provided valuable insight for human resource management in the organization to enhance HR management system. Furthermore, it indicated the negative effect of perceived organizational support in the organization, which has not been examined in the literature.

Key words: Proactive Personality, Knowledge Sharing, Work Engagement, Media Usage, Perceived Organizational Support

Introduction

Under the competitiveness challenges in the organizations, HR professionals have been driven to meet the needs of shareholders, customers, employees, and other stakeholders. They are meant to contribute to the profitability of an organization. Organizational competitiveness is related to its effectiveness. Currently, more and more organizations are interested in using intangible assets and human capital to enhance effectiveness (Noe et al., 2019). However, organizational effectiveness through human capital has been defined differently, e.g., employees' work engagement, creative behavior and job satisfaction (Alikaj et al., 2020; Yang et al., 2020; Wang and Lei, 2021). Yang et al. (2020) identify knowledge sharing as a key

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factor in organizational effectiveness. For that reason, organizations try to maintain their competitive advantages and stay ahead in creating and promoting knowledge within the organization (Noe et al., 2019; Yang et al., 2020).

Knowledge sharing is defined as a process in which employees share and exchange their knowledge; as a result, new knowledge is developed (Yang et al., 2020). New and useful knowledge gained will be helpful for organization. However, organizations must determine to what extent employees intend to share to leverage new knowledge in the workplace. Organizations may play a key role in policies and processes (Yang et al., 2020). To date, the existing research on antecedents of knowledge sharing seems to focus on organizational factors. For example, Gerpott et al. (2020) suggest that leadership influences followers' knowledge sharing in an organization. Akram et al. (2020) reveal that organizational justice influences knowledge sharing that impacts employee innovative work behavior. Among the characteristics of an individual, there is not only the emotional intelligence that affects knowledge sharing in the organization as revealed by Zsigmond and Mura (2023). Therefore, to extend more knowledge in human resource management and knowledge sharing, this current study will fill the research gap and examine the individual characteristics of proactive personality as antecedent of knowledge sharing.

In the meta-review on the personality of Fuller Jr. and Marler (2009), among 107 studies, they found a linkage between proactive personality and objective and subjective career success. Additionally, the magnitude of the relationship between proactive personality and employee's behavior may vary. The empirical evidence shows that an employee with a proactive personality enhances the organization's capability to respond to continual change and competition. Recently, proactive personality has been investigated (Yang et al., 2020; Alikaj et al., 2020). The results reveal that it affects several personal outcomes such as performance (Yang et al., 2019), cultural intelligence (Hu et al., 2020), creative behavior (Alikaj et al., 2020), and work engagement (Chong et al., 2021). A proactive personality is more efficient in helping individuals to complete their tasks (Hu et al., 2020; Wang and Lei, 2021). Alikaj et al. (2020) support that individuals with proactive personalities can produce a higher level of work engagement and create positive workplace behavior. Based on the extensive review, a proactive personality is linked with knowledge sharing.

The organization serves as a platform for employees to achieve their goals. They will act according to their treatment (Akram et al., 2020). Perceived organizational support will relate to individual factors such as proactive personality. Perceived organizational support is seen as a moderator in an organizational relationship because it is valuable to support employees' confidence to complete their goals (Cheng and O-Yang, 2018). Their study reveals that, in the service business, strong perceived organizational support enhances not only the work environment but also provides necessary resources to accomplish work goals better. Similarly, the study among 100 IT firms in the US found that the role of social media usage among employees positively amplifies employee's innovative performance (Benitez et al.,

2018). Therefore, perceived organizational support and social media usage have been inserted in the relationship between proactive personality and knowledge sharing in the organization.

To enhance the HR management system in organization, this current study aims to connect and examine the relationship between proactive personality and knowledge sharing in the organization. The mediating role of work engagement will be investigated. The moderating roles of social media usage and perceived organizational support have also been highlighted. Thus, three research questions are proposed: (a) What is the relationship between proactive personality and knowledge sharing? (b) What is the mediating effect of work engagement between proactive personality and knowledge sharing, and (c) What is the moderating effect of social media usage and perceived organizational support?

Literature Review and Hypothesis Development

The existing knowledge-sharing literature focuses on organizational factors, such as leadership and organizational justice (Akram et al., 2020; Gerpott et al., 2020). Recently, the increasing studies of positive psychology have provided an individual characteristic for researchers to study the positive variables within the individual that influence innovative behavior in the workplace. It has been found that a proactive personality is an internal factor affecting the psychological, attitude, and behavior of employees (Chong et al., 2021; Wang and Lei, 2021). Significantly, a proactive personality suits the workplace requirement to respond to a changing environment. It is a powerful individual characteristic to predict innovative behavior (Akram et al., 2020). Additionally, SDT (Deci and Ryan, 2008) suggests that individuals tend to be motivated to achieve goals by integrating their response to the changing environment. A proactive personality has been dominated to enhance an individual's learning and performance. It is significantly related to innovative work behavior. However, little research contributed to unveiling its function for knowledge sharing. Therefore, hypothesis 1 is developed as.

Hypothesis 1: Employees with proactive personalities influence their knowledge sharing.

Work engagement is defined as "the attitudes in the workplace, principally job involvement, organizational commitment and professional commitment, and work engagement" or the amount of effort employees exhibit to the job (Lulewicz-Sas et al., 2022, p. 66). Kahn (1990) defines it as the physical, cognitive, and emotional effort employees contribute during job performances. Saks (2006) concludes that work engagement consists of cognitive, emotional and behavioral components related to job performance. However, proactive personality alone does not influence job performance (Chong et al., 2021). Organization should pay attention to employee psychological factors such as employee's engagement. Work engagement has been confirmed as the mediator in many studies, e.g., Tisu et al. (2020). The previous studies demonstrate that employee proactive behaviors predict the level of work engagement that is beneficial for achieving job performance. This study aims to

deepen understanding of the mechanism or work engagement in the relationship between proactive personality and knowledge sharing. Thus, hypothesis 2 is developed as.

Hypothesis 2: Employees' work engagement affects the relationship between proactive personality and knowledge sharing.

Social media refers to Internet-based applications that build on the ideological and technological foundation and allow the creation and content to interact with users (Hu et al., 2020). Social media includes Twitter, Facebook, and YouTube, which are well suited to impact society (Enomoto and Douglas, 2019). The moderating role of social media has been tested in many contexts, such as the tourism industry (Ebrahimi et al., 2020) and education (Hu et al., 2020). However, the findings of its benefits are inconsistent. The study of Hu et al. (2020) supports that social media is negatively related to the cultural intelligence of the user. On the other hand, socializing social media usage does not support its moderating role in the study of Ebrahimi et al. (2020). To expand the understanding of its role to the service business, it is necessary to examine social media usage as a moderating factor that links to the relationship between proactive personality and knowledge sharing in the organization in this current study. Hypothesis 3 is developed.

Hypothesis 3: Social media usage influences the relationship between proactive personality and knowledge sharing.

Perceived organizational support is defined as the employee's perception of how much the organization values their contributions and cares about their well-being (Eisenberger et al., 2020). This perception is based on the reciprocity process between organization and employee. If an employee's need is fulfilled, it will create positive outcomes for both parties (Giao et al., 2020). Giao et al. (2020) reveal that perceived organizational support moderates the effect of emotional intelligence on turnover intention. The result indicates that turnover among banking sector employees was reduced because of POS. Furthermore, employees will better adapt with their careers and perform better if they perceive organizational support well (Affum-Osei et al., 2020). Based on the existing literature, hypothesis 4 can be developed.

Hypothesis 4: Perceived organizational support influences the relationship between employees' proactive personality on knowledge sharing.

Research Methodology

The target participants were employees in eight commercial airlines registered with the Civil Aviation Authority of Thailand. Data were collected by using a convenience sampling technique. The invitation letter, pen-and-pencil questionnaires, and online form were sent to participants via HR of each organization. An online priori sample calculation recommended by Soper (2023) was used. As a result, at least 376 respondents were suggested; however, 650 questionnaires were returned. After data screening, there were 620 sets of usable questionnaires. In terms of gender, 30.60% of respondents were male and 69.40%

were female. Most respondents were between 21 and 30 years old (61.30%), with most remaining 31–45 years old. Almost all respondents (97.70%) had a bachelor's degree. The majority had 1 to 9 years of work experience (88.70%), and a small number (.9%) had more than 9 years of work experience (11.30%).

The original questionnaire was in English and translated into Thai by following the recommendations of Rovinelli and Hambleton (1977) and Turner and Carlson (2003). (See the original version of the questionnaire in Annex A). Items are rated according to a 6-point Likert scale.

Proactive personality was measured by three items of Bateman and Crant (1993). The items are "If I see something I don't like, I fix it." "I am always looking for better ways to do things", and "Nothing is more exciting than seeing my ideas turn into reality."

Knowledge sharing was measured by using five items developed by Yang et al. (2020). The items are I share my knowledge and experiences with my colleagues regularly. I share my problems with my classroom teaching with other colleagues. I discuss with my colleagues the criteria that we use to function well. I participate in group discussions on important topics related to my job and share the issues related to my development with my colleagues.

Social media usage was measured with six items developed by Hu et al. (2020) were used to measure social media usage. The items are I use social networks, e.g., Twitter and Facebook, to find and spread information. Social network is primarily for information retrieval purpose. I use social networks to keep abreast of current events. I use social networks to communicate with friends. I use social networks because my friends do, and social networks are primarily for socializing purposes.

Perceived organizational support was measured with four items. It was adopted by Eisenberger et al. (1986). The items are the organization cares about my opinions. The organization considers my goals and values. The organization is willing to extend itself to help me perform my job to the best of my ability and cares about my general satisfaction at work.

Work engagement was assessed with three items adapted from Saks (2006). The item statements are "Overall, I get so absorbed in my work that I lose track of time," "Overall, I feel engaged by the work that I do here," and "Overall, I am so into working that it seems effortless at times."

Research Results

The collected data was tested for measurement validity and reliability before creating the measurement model. Data were analyzed using partial least square equation modeling (PLS-SEM), often used to test theoretically supported linear and addictive causal models (Wong, 2019). After data collection, a preliminary analysis was performed before data analysis through PLS-SEM.

Confirmatory composite analysis has been used to confirm the PLS-SEM measurement model to check its reliability and validity (Hair Jr. et al., 2019). The rho_A coefficient should be 0.70 or higher to demonstrate composite reliability

(Wong 2019). The AVE, which indicates convergent validity, should be 0.50 or higher. Table 1 displays the summary of the assessment criteria of the measurement model.

Table 1. Assessing measurement model

	Cronbach's alpha	Composite reliability	AVE
Proactive Personality	0.747	0.747	0.664
Knowledge Sharing	0.877	0.882	0.672
Employee work engagement	0.913	0.916	0.853
Perceived Organizational Support	0.940	0.945	0847
Social Usage	0.886	0.927	0.812

After the verification of reliability and validity of the measurement scale, PLS-SEM is deployed to test the proposed hypothesis. The models are developed to test (a) the direct effect of proactive personality on knowledge sharing, (b) the mediating effect of work engagement, and (c) the moderating effect of social media usage and perceived organizational support. Information about the validity and reliability is presented, along with descriptive statistics and other information about the data.

In the sections below, the direct effect of proactive personality is examined. Hypotheses are accepted based on the significance of the relationship only ($p < 0.05$), although effect sizes are noted since this provides information about the practical importance of the effects on the outcome variable. Overall, hypothesis acceptance is based on a significant finding. All direct effects were agreed upon in this research, but there were differences in the mediating and moderating effects of employee-organization relationships through a partial hypothesis acceptance.

Table 2 displays the significance of testing results of the path coefficient between proactive personality and knowledge sharing. As a result, it can be seen that the relationship between proactive personality and knowledge sharing is significant, confirming hypothesis 1. It concludes that a proactive personality has a strong effect on knowledge sharing.

Table 2. Significance testing result of proactive personality and knowledge sharing

Hypothesis	Path	Path Coefficients	STDEV	t - value	Significance Levels	*p - value*	Result
H1	PP → KS	0.761	0.023	32.427	**	0.000	Supported

Hair et al. (2022) reveal that mediation occurs when a third mediator variable (work engagement) intervenes between two other related constructs (proactive personality

and knowledge sharing). More precisely, a change in proactive personality causes a change in the mediator variable (work engagement), resulting in a change in knowledge sharing. Thereby, work engagement governs the nature (i.e., the underlying mechanism or process) of the relationship between proactive personality and knowledge sharing. Thus, work engagement was inserted into the model. The structural model shows that work engagement mediates the relationship between proactive personality and knowledge sharing.

Following the mediation analysis procedure of Preacher and Hayes (2008), two steps were performed: (a) the significance of direct effect is first checked, and then (b) the significance of the indirect effect associated with t-values is checked using the path coefficient when the mediator is included in the model. It indicates that only 11% of proactive personality's effect on knowledge sharing can be explained via work engagement mediator. According to Hair et al. (2022), since VAF is smaller than the 20% threshold level (VAF = 0.11). Work engagement is argued to have no mediating effect on proactive knowledge sharing. Therefore, H2 was rejected.

Moderation describes a situation in which the relationship between two constructs, proactive personality and knowledge sharing, is not constant but depends on the values of a third variable, referred to as social media usage and perceived organizational support as a moderator variable. It was hypothesized that social media usage and perceived organizational support change the strength or even the direction of a relationship between proactive personality and knowledge sharing in the research model. Thus, social media usage and perceived organizational support were inserted into the model to test the moderating effect. As recommended by Hair et al. (2022), the product indicator approach was used. It uses all possible pair combinations of the indicators of the latent predictor (proactive personality) and the latent moderator variable (social media usage, perceived organizational support). These product terms serve as indicators ("product indicators") of the interaction term in the structural model.

Table 3 displays the result of the moderating effect analysis. It reveals that the interaction between proactive personality and social media usage is negative but is not significant. However, the interaction between proactive personality and perceived organizational support is significantly negative. Thus, it can be interpreted that the positive relationship between proactive personality and knowledge sharing would be slightly lower when perceived organizational support is higher (R^2 change = 0.008; $p < 0.05$).

Table 3. Results of the Moderation Analysis

Hypothesis	Relationship	Standardized	t-value	p-value	R^2 Change	Result
H3	PP x SU → KS	-0.053	1.904	0.057	0.008	Rejected
H4	PP x POS → KS	-0.065	2.275	0.023	0.008	Supported

Note: PP = proactive personality; SU = social media usage; POS = perceived organizational support; KS = knowledge sharing

The hypotheses testing has been summarized in Table 4. Significance was accepted at a minimum level of $p < 0.05$. Hypotheses H1 concerned the direct effect of proactive personality on knowledge sharing. The test of H1 showed that proactive personality had a significant positive effect on knowledge sharing at a medium effect size. Therefore, H1 was accepted. H2 is concerned with the mediating effect of work engagement. The results showed work engagement has not affected as a mediator. It did not mediate between the relationship of proactive personality and knowledge sharing (VAF value = 0.11). H3 and H4 are concerned with the moderating effect of social media usage and perceived organizational support. The results showed social media usage did not moderate the relationship between proactive personality and knowledge sharing. However, perceived organizational support significantly moderated the relationship between proactive personality and knowledge sharing negatively at low effects size ($\beta = -0.065$; $p < 0.023$).

Table 4. Summary of Hypothesis Testing

Hypothesis	Path	Standardized	t-value	p-value	VAF	Result
H_1	PP → KS	0.020	4.638	0.000		Supported
H_2	PP → WE → KS				0.11	Rejected
H_3	PP x SU → KS	-0.053	1.904	0.057		Rejected
H_4	PP x POS → KS	-0.065	2.275	0.023		Supported

Note: PP = proactive personality; KS = knowledge sharing; WE = work engagement; SU = social media usage, POS = perceived organizational support

Discussion

The results will be discussed based on the existing theories and previous works that were reviewed as follows.
Research Question 1: What is the relationship between proactive personality and knowledge sharing?
Proactive personality is an individual characteristic that creates an effective organizational performance. Based on the SDT, employee with proactive personality

appears to have somewhat better predictive validity for multi-source task performance. This study supports the finding of Chong et al. (2021) and Wang and Lei (2021) that proactive personality is a vital factor affecting employee's attitudes and behaviors. Especially previous studies, e.g., Akram et al. (2020) and Wang and Noe (2010), propose that proactive personality can predict innovative employee behaviour. Wang and Lei (2021) reveal that proactive personality can explain employee satisfaction in the Chinese context. The previous studies positively support how proactive personality influences employee positive behavior, which affects the organisation's requirements (Chong et al., 201).

However, the existing literature is limited to explaining the influence of proactive personality on knowledge sharing in the organization. This study's novelty is to connect proactive personality with employees' knowledge-sharing behavior in the organization. The result confirms that employees with proactive personalities will always be looking forward to better ways to get their jobs done and tend to turn their ideas into reality. Furthermore, they like participating in group discussions on topics important to their job. To extend their job knowledge, they share their problems concerning the job with their colleagues, which helps them to develop their performance to meet the organization's objectives, which aligns with the study of Akram et al. (2020) and Wang and Noe (2010).

Research Question 2: What is the mediating effect of work engagement between the relationship of proactive personality and knowledge sharing?

Wang and Noe (2010) review and propose the concept of knowledge sharing in the existing research. They reveal that motivational factors could mediate between various independent variables and knowledge sharing. Motivational factors, including individual attitudes toward work, need further confirmation. Therefore, this study inserts employee work engagement as a mediator between proactive personality and job performance (Chong et al., 2021). It is assumed that employee with proactive personalities will be more willing to share job-concerned knowledge if they engage with their work. Based on the assumption, it is one of the objectives of this study to test the mediating effect of employee work engagement between proactive personality and knowledge sharing. However, the result does not support it, which is not in line with the previous studies, e.g., Chong et al. (2021) and Aldabbaas et al. (2021). It may explain why an employee with proactive personality has strong self-achieving. They pursue themselves on career pathways with self-directed strategy (Fuller Jr. and Marler, 2009). Thus, they intend to participate in organizational learning and sharing their knowledge without hesitation.

Based on SDT (Deci and Ryan, 2008), employees with a proactive personality will focus upon "new skills as well as developing the ability to master new tasks" (p. 339). Although employee work engagement has been highlighted as a strong work motivation, engaging in their work may not be necessary to transfer and share their knowledge. Employees tend to share their knowledge based on their expertise, comfort level and ability to share information (Wang and Noe, 2010). This result contrasts with the previous study by Ryu et al. (2003). They reveal that employee

attitudes partially mediated the relationship between subjective norms and employee's intention to share knowledge. However, previous findings seem to focus on employee's attitudes toward knowledge sharing rather than attitudes toward their job (Wang and Noe, 2010). So far, it is found mixed results whether employee's work attitude, like work engagement, will influence the level of knowledge sharing or not. Thus, this might be a significant finding that needs further investigation and confirmation.

Research Question 3: What is the moderating effect of social media usage and perceived organizational support?

Based on Wang and Noe (2010) conceptual framework on knowledge sharing in the organization, several variables have been proposed as moderators. In line with Wang and Noe (2010) and Caesens and Stinglhamber (2020), this study aims to identify perceived organizational support and social media usage as potential moderators between employee's proactive personality and knowledge sharing in the organization. Therefore, this part will particularly discuss in the area of (a) the moderating effect of perceived organizational support and (b) the moderating effect of social media usage.

(a) The moderating effect of perceived organizational support: The existing literature has mainly considered perceived organizational support as a positive condition in the organization. However, Caesens and Stinglhamber (2020) propose that perceived organizational support may lead to aversive consequences. Recently, there are limitations of empirical evidence to indicate that perceived organizational support might have negative consequences for the employee and their organization. The term "dark side of perceived organizational support" has been proposed (Caesens and Stinglhamber, 2020, p. 1). The findings of this study reveal that perceived organizational support negatively moderates the relationship between proactive personality and knowledge sharing (β = -0.065; $p < 0.05$). Furthermore, its small effect size can explain only 6.5% of the relationship. Although perceived organizational support has a small effect, it is significant. As a result, when perceived organizational support is inserted into the equation, it can change the relationship between proactive personality and knowledge sharing by 0.8% ($R2 = 0.008$).

This finding extends and confirms the study of Caesens and Stinglhamber (2020) that perceived organizational support has a negative effect on employee workplace behavior as knowledge sharing. Caesens and Stinglhamber (2020) viewed the dark side of perceived organizational support from two perspectives, including (a) the threat to self-esteem model of Deelstra et al. (2003). Based on this model, this finding explains that employees may lack the confidence to respond to the organisation's needs in return. It shows that the organization has provided facilities and programs and expects good consequences from the employee in return, and (b) too much of a good thing effect – TMGT effect of Pierce and Aguines (2013). This finding supports that employees may perceive organizational support as an indication of being incompetent or overhelped. Thus, they become unable to reciprocate a high level of support, which results in subsequent negative reactions. As a result, it may explain

that high perceived organizational support could lead to detrimental consequences for employee well-being, such as increased stress levels, which may reduce their motivation to participate in organizational activities such as knowledge sharing.

In conclusion, an employee with a proactive personality shows their potential for knowledge sharing within the organization. However, perceived organizational support may decrease such behavior as it generates more stress among them. Employees with well-perceived organizational support may lead to a high stress level as they may commit to the reciprocating process.

(b) The moderating effect of social media usage: Social media usage can be categorized as informational and socializing usage in the organization, affecting internal information sharing. The potential moderating effect of social media usage has been tested in several variables, e.g., the study of Hu et al. (2016) reveals the moderating role of social media usage between the relationship among multicultural experiences, cultural intelligence and individual creativity. Social media usage has potentially moderated the relationship between proactive personality and knowledge sharing. Employees share their knowledge within the organization. Currently, the ability to use effective technology could enhance knowledge-sharing behavior. However, this study could not find any significant moderating role of social media usage.

Managerial Implication

The research findings can benefit human resource management practices in the aviation organization. Our framework confirms that employees with proactive personalities can enhance knowledge sharing in the organization. This finding shows that not only employees with emotional intelligence increase knowledge sharing in the organization (Zsigmond and Mura, 2023), but also employees with a proactive personality. It confirms that effective employees could help improve knowledge sharing across the organization. Thus, aviation organization in Thailand should focus on fostering better human resource management practices that could recruit the most suitable employees to join. This study shows the strong relationship between proactive personality and work engagement, which can lead to positive work performance. The findings also suggest that service firms should implement effective organizational support. Regardless of how negative the perceived organizational support is, the aviation organization in Thailand need to revise their package, which may increase employee stress. The organization may pay more attention to attracting employees with proactive personalities to join, which impacts workplace behaviors, like knowledge sharing. Thus, the human resource management function may consider the effective recruitment and selection process.

Conclusion

This research emphasizes the role of proactive personality, work engagement, perceived organizational support, and social media usage. To increase levels of

knowledge sharing in an organization. It indicates that an organization must develop effective processes to attract employees with proactive personalities. This research began with the aim of providing evidence about the role of proactive personality and knowledge sharing via work engagement: the role of perceived organizational support and social media usage. This research was motivated by the emphasis on proactive personality literature, which has led to a better understanding of how it influences knowledge sharing in the organization, especially when work engagement mediates and perceived organizational support and social media usage moderate such relationship.

Some limitations should be noted for future research. This research is a quantitative study; thus, in-depth information might be gained by collecting qualitative data. Furthermore, the question statements were developed in the Western context, and further items development may be more suitable for the population. Additionally, the longitudinal study may be implemented to avoid single-source bias. Given that this study was conducted in an aviation organization in Thailand, the limitation of the generalization of the findings must be noted.

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APPENDIX 1.

Proactive Personality
pp1. If I see something I don't like, I fix it
pp2. I am always looking for better ways to do things.
pp3. Nothing is more exciting than seeing my ideas turn into reality.

Knowledge Sharing
ks1. I participate in the group discussion on important topics to my job.
ks2. I share my problems with my classroom teaching with my colleagues.
ks3. I share my issues related to my development with my colleagues.
ks4. I share my knowledge and experiences with my colleagues regularly.
ks5. I discuss with my colleagues the criteria we use to function well.

Social Usage
su1. I use social networks, such as Twitter and Facebook to find and spread information.
su2. Social network is primarily for information retrieval purpose.
su3. I use social networks to keep abreast of current events.
su4. I use social networks to communicate with friends.
su5. I use social networks because my friends do.
su6. Social networks are primarily for socializing purposes.

Perceived Organizational Support
pos1. The organization cares about me.
pos 2. The organization considers my goals and values.

pos 3. The organization is willing to extend itself in order to help me perform my job to the best of my ability.
pos 4. The organization cares about my general satisfaction at work.
Work Engagement
we1. Overall, I get so absorbed in my work that I lose track of time.
we2. Overall, I feel engaged by the work that I do here.
we3. Overall, I am so into working that it seems effortless at times.

WZMACNIANIE DZIELENIA SIĘ WIEDZĄ W ORGANIZACJACH POPRZEZ PROAKTYWNE OSOBOWOŚCI PRACOWNIKÓW

Streszczenie: Sukces dzielenia się wiedzą w organizacji zaczyna się od indywidualnej współpracy. Specjaliści HR wdrażają proces rekrutacji i wyboru pracownika kompetentnego i sprawnego. Niniejsze badanie ma na celu zbadanie związku między proaktywną osobowością a dzieleniem się wiedzą w organizacji. Zbadana zostanie mediacyjna rola zaangażowania w pracę. Podkreślono także moderującą rolę korzystania z mediów społecznościowych oraz postrzeganego wsparcia organizacyjnego. Dane zebrano od 620 uczestników w ośmiu komercyjnych liniach lotniczych w Tajlandii. Dane analizowano przy użyciu oprogramowania SmartPLS. Wyniki pokazują, że proaktywna osobowość pozytywnie wpływa na dzielenie się wiedzą. Zaś postrzegane wsparcie organizacyjne negatywnie moderuje związek pomiędzy proaktywną osobowością a dzieleniem się wiedzą. Z drugiej strony zaangażowanie w pracę nie odgrywa znaczącej roli mediacyjnej. Korzystanie z mediów nie moderuje związku między proaktywną osobowością a dzieleniem się wiedzą. Wyniki te dostarczają cennych spostrzeżeń dla zarządzania zasobami ludzkimi w organizacji ukierunkowanego na ulepszenie systemu zarządzania personelem. Ponadto wskazują na negatywny wpływ postrzeganego wsparcia organizacyjnego w organizacji, co dotychczas nie było badane w literaturze.

Słowa kluczowe: osobowość proaktywna, dzielenie się wiedzą, zaangażowanie w pracę, korzystanie z mediów, postrzegane wsparcie organizacyjne