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The impact of servant leadership on employees' practices of sharing knowledge

Yifan Wang

International College, Krirk University, Thanon Ram Intra, Khwaeng Anusawari, Khet Bang, Khen, Krung Thep, Maha Nakhon10220, Thailand.
Email: wangyifan4321@vip.qq.com

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ABSTRACT

This study aims to enhance proactive knowledge sharing among employees, explore facilitators and barriers, and help managers understand their impact on subordinates' knowledge sharing behaviors. A quantitative survey analyzed 547 valid samples from Chinese enterprises to test hypotheses. (1) Servant leadership positively influences employee knowledge sharing behavior; (2) Servant leadership positively affects core self-evaluations; (3) Core self-evaluations positively impact knowledge sharing behavior; (4) Core self-evaluations partially mediate the relationship; (5) Individualism strengthens the positive effect of servant leadership on core self-evaluations; (6) Individualism enhances the positive effect of core self-evaluations on knowledge sharing behavior; (7) Individualism weakens the direct positive effect of servant leadership on knowledge sharing behavior. Servant leadership directly and indirectly promotes knowledge sharing through core self-evaluations. Individualism amplifies these effects but weakens the direct influence of servant leadership. The findings extend empirical research in the Chinese cultural context, enhancing understanding of the relationship between leadership behavior and employee knowledge sharing, while expanding research boundaries. They also offer insights for managers to optimize leadership practices and improve employee self-evaluations, thereby fostering knowledge sharing and enhancing organizational competitiveness.

Contribution/ Originality: This study explores proactive knowledge sharing in Chinese culture, revealing mechanisms and managerial impacts. It guides leaders to enhance subordinates' attitudes, self-evaluation, and sharing behaviors, improving organizational competitiveness through refined leadership practices.

1. INTRODUCTION

The uncertainty encountered by businesses has increased in recent years due to the currently unpredictable nature of the economic climate. Expanded flexibility and responsiveness are critical components to prioritize in company and management strategy development and execution. In addition to creating difficulties for managers, this raises the requirements for quality in every aspect. To address these issues, an increasing number of business managers are developing knowledge management strategies and giving knowledge resources more attention.

Knowledge resources are extremely valuable and important for businesses to gain a competitive edge since they are rare and irreplaceable. According to Ipe [1], knowledge sharing is a dynamic process in which people exchange information with others on their initiative, proactively, and voluntarily while adhering to a set of sharing methods [2]. Knowledge sharing is a crucial element and a primary concern among the various aspects of knowledge management strategies [3, 4] that may greatly promote knowledge innovation and enhance the effectiveness of

knowledge management initiatives [5]. Thus, better managing and leveraging knowledge has become a significant challenge for enterprises and a key focus for researchers.

Moreover, individual perception and behavior can be influenced by external disturbances. In the workplace, colleagues significantly impact employees' decision-making processes, and leaders are no exception. Numerous studies have demonstrated that leadership styles affect subordinates' behaviors, such as servant leadership [6]. Additionally, research indicates that leadership styles play a crucial role in shaping employees' voice behaviors [6]. Furthermore, leaders' actions, such as non-contingent punitive behaviors [7], can also influence subordinates' conduct. Through prior research, it is evident that leaders' behaviors profoundly shape employees' behavioral tendencies.

On the other hand, employees with individualistic tendencies prioritize personal interests, independence, and self-fulfillment over collective benefits or a sense of group belonging. This inclination is more prevalent in Western cultures, but its influence is increasingly evident in globalized workplace environments. Employees with strong individualistic tendencies often exhibit greater autonomy, creativity, and a sense of responsibility. However, they may also face challenges in team collaboration. For researchers or managers, understanding this dynamic can aid in designing more effective management strategies.

This study identifies gaps in the literature on servant leadership's impact on employee knowledge sharing within the Chinese cultural context. Specifically, the role of core self-evaluations in knowledge sharing remains unexplored. Additionally, the effects of individualism among employees in a predominantly collectivist culture warrant further investigation. This study employs a questionnaire survey to explore the link between employee personality traits and leadership qualities. Its primary goals are to (1) advance research on proactive knowledge-sharing practices and identify factors that facilitate or hinder them, and (2) enhance managers' understanding of how their actions influence subordinates' knowledge-sharing behaviors. By improving employees' attitudes toward knowledge sharing, the study aims to strengthen this vital activity [8]. The findings contribute to understanding how leadership behaviors impact information circulation, expanding empirical research within the Chinese cultural context. Additionally, they offer practical insights for managers to optimize leadership practices, improve employee evaluations, and foster knowledge sharing, ultimately boosting organizational competitiveness.

2. THEORY AND RESEARCH HYPOTHESIS

2.1. The Role of Servant Leadership

People in higher positions generally have significant effects [9]; thus, leaders, as pivotal members of the workforce, inevitably have an impact on employees' behaviors.

Prioritizing the interests of others, the enterprise, and society at large above one's own interests is the focus of servant leadership, which, in turn, has a significant impact on improving those led by this kind of leadership [10]. Servant leaders focus on the growth of their subordinates [11], showing them genuine concern and respect for their worth and dignity [12]. In addition, servant leaders exhibit higher trust and empowerment towards their subordinates. This sincere concern and support create a secure work atmosphere, which empowers staff members to be proactive [13]. Servant leadership encourages continuous learning and development for employees and the organization and advocates positive behaviors of sharing information within the workplace.

On the other hand, servant leaders not only focus on the organization's long-term vision but also prioritize the personal growth and development of their subordinates. They strive to understand and assist their subordinates in forming a clear understanding of goals, direction, trends, and dignity, while actively listening to and valuing their opinions [11]. They embody selfless humility and foster altruistic behaviors. As a source of both positive and negative emotions for employees [14], leaders' actions, such as increased trust and delegation, can help employees maintain a positive and stable state. Furthermore, leaders' individualized care behaviors can enhance employees' sense of efficacy [15], and the inclusive environment promoted by leaders can boost employees' work-related self-esteem [16]. Additionally, greater delegation by leaders can strengthen employees' sense of control over their work.

Accordingly, the current study suggests that servant leadership affects employees' practices of circulating information. By adopting a servant leadership mindset, employees are more likely to share their expertise with others. Thus, the following theory is introduced.

H_1: Employee practices of sharing knowledge are positively impacted by servant leadership.

This study also suggests that employees' core self-evaluations are impacted by servant leadership. They are correlated with higher degrees of servant leadership. As a result, the following theory is put forth.

H_2: Core self-evaluation is positively impacted by servant leadership.

2.2. Managing the Impact of Core Self-Evaluation

Core self-evaluation is the most fundamental assessment of a person's values, skills, and competencies. It includes an individual's overall emotional stability, self-esteem, locus of control, and self-efficacy [17].

A person's assessment of their capability to inspire and make use of cognitive resources and actions while exhibiting overall control over events is known as generalized self-efficacy [18]. It is a comprehensive assessment of one's ability to manage tasks [19]. This indicates whether individuals perceive themselves as capable of mobilizing and integrating the necessary motivational and cognitive resources during knowledge sharing.

Self-esteem is a person's fundamental evaluation of themselves or their circumstances as a whole, which reflects their entire set of values [20]. It reflects people's self-respect, self-acceptance, and self-appreciation, and shows how much they think they are capable, successful, useful, and relevant. Employees with high self-esteem perceive knowledge sharing as valuable and exhibit a higher tolerance for uncertainty and risk when encountering complex or challenging situations. Conversely, staff members who have poor self-esteem are more likely to doubt their skills, lack confidence, and be swayed by outside forces or the judgments of others.

Locus of Control refers to an individual's belief in their ability to influence outcomes, reflecting differences in behavioral attribution [21]. It measures the extent to which people believe they control life events, divided into internal and external dimensions. Internally oriented individuals attribute outcomes to their actions, while externally oriented individuals credit external forces. Externally oriented individuals often adopt a passive outlook, doubting their ability to influence results. This skepticism leads them to question the impact of their shared content or opinions. Additionally, employees' belief that their views won't make a difference contributes to workplace silence [22].

Emotional stability reflects the degree of fluctuation in an individual's emotions [23]. This trait is used to assess the variability of emotional states and the ability to regulate and control one's emotions. Individuals with high emotional stability possess stronger capabilities to manage and control emotional fluctuations, thereby reducing the occurrence of negative emotions. Conversely, those with low emotional stability struggle to regulate and control their emotions, leading to more frequent negative emotions and a greater susceptibility to adverse states. This can negatively impact self-evaluation, potentially causing individuals to perceive themselves as lacking competence, which may reduce their likelihood of engaging in knowledge-sharing behaviors. Positive beliefs in individuals positively influence proactive behaviors among employees [24]. Neurotic employees are less likely to express personal opinions [25], while communication [26] and collaboration [27] are critical factors influencing knowledge sharing.

The study suggests that employees who have a higher level of core self-evaluation are more willing to share information, which leads to the hypotheses.

H_3: Core self-evaluation positively affects staff practices in sharing knowledge.

H_4: The association between staff behavior in sharing knowledge and servant leadership is driven by core self-evaluation.

2.3. The Regulatory Impact of Individualism Orientation

The individual and situational system is cohesive, complex, and dynamic [28]. Individual attitudes and other motivational factors, individual characteristics, and management support factors are the main elements affecting

knowledge sharing [29]. Individualism and collectivism, as significant cultural distinctions, significantly impact knowledge work [30], with individualistic tendencies in employees promoting knowledge sharing.

On the other hand, individualistic individuals prioritize autonomy and self-actualization, achieving self-affirmation through personal accomplishments [31]. They emphasize personal initiative, self-growth, self-fulfillment, autonomy, self-reliance, privacy, and self-esteem [32]. These employees are inclined to develop their full potential through self-actualization or self-reliance, reinforcing their self-worth and significance [33]. Employees with individualistic inclinations are more concerned with improving their self-assessment.

Considering the aforementioned, the study argues that employees' levels of core self-evaluation and knowledge-sharing activity increase with their individuality. As a result, the following theories are introduced:

H5: The impact of servant leadership on employees' knowledge-sharing practices tends to be individually oriented.

H_6: The effect of servant leadership on core self-evaluation tends to be individually oriented.

H_7: The effect of core self-evaluation on staff members' knowledge-sharing behavior tends to be individually oriented.

Figure 1 shows the research model for this study.

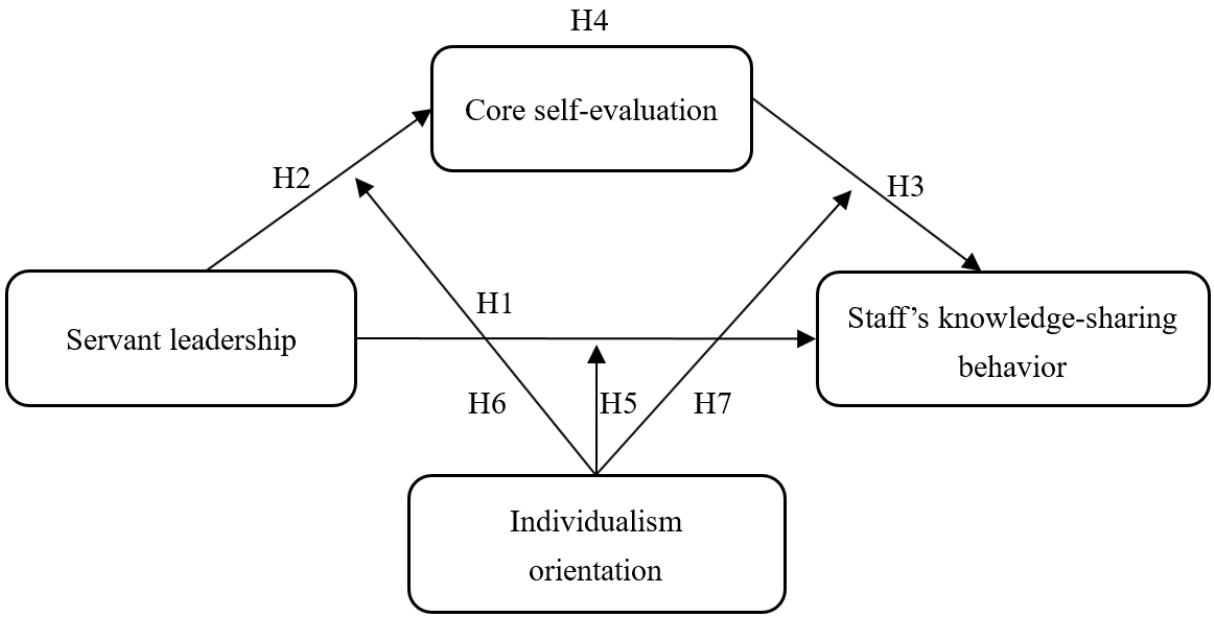

Figure 1. Research framework.

3. PARTICIPANTS AND PROCEDURE

Given its efficiency, standardization, and flexibility, the questionnaire survey method enables the rapid collection of large volumes of data, facilitates quantitative analysis and visualization, and allows respondents to complete surveys independently, thereby enhancing participation rates. By adhering to ethical guidelines for voluntary participation and with the permission of the examined businesses and workers, this study used a questionnaire survey approach for quantitative analysis [4]. The formal survey involved employees from Chinese enterprises, with online questionnaires chosen for their ability to reach a large sample, quick response rate, low cost, environmental benefits, and minimizing social desirability bias [34]. Data were collected through the Questionnaire Star platform using online surveys.

Between March and April of 2023, 669 questionnaires were retrieved for this study. All completed responses were gathered because the poll was conducted online. Overly similar replies or contradictory answers to reversed questions were deemed invalid questionnaires; consequently, 122 valid responses and 547 invalid responses were obtained, resulting in an effective rate of 81.76%.

4. MEASURES

The variables under investigation include staff knowledge-sharing behavior, individualism orientation, servant leadership, and core self-evaluation. The scales used in the survey were either directly quoted from or modified from already-in-use standard scales. They evaluated each item on a scale of 6 points, ranging from "strongly disagree" to "strongly agree."

Servant leadership entails providing support and assistance for others' development through the leadership role, reflecting the behavior of serving others [35]. The measurement utilized Gao and Zhao's [36] single-dimension 7-item scale, with items such as "My supervisor grants me sufficient freedom to address issues in the way I find most effective." The Cronbach's α coefficient is 0.889.

According to Judge, et al. [17], a person's core self-evaluation is a crucial assessment of their worth, skills, and aptitudes. The assessment used was the single-dimension scale proposed by Judge, et al. [37], which included 12 questions such as "I am sure that in life, I will attain the achievement I deserve." The Cronbach's α coefficient is 0.929. Staff knowledge-sharing behavior among employees entails selectively transmitting their knowledge to others or organizations in a suitable way, enabling this knowledge to be reproduced in its basic or new forms [38]. The measurement used the Yang and Long [38] scale, comprising 15 items across three dimensions: "Every time I acquire new knowledge, I am eager to share it with my colleagues." The Cronbach's α coefficient is 0.855.

Individualism orientation is characterized by behavior influenced mainly by personal thoughts, feelings, and actions, not by others [39]. The measurement in this study employed the single-dimension 7-item scale by Diener, et al. [40], featuring items such as "I am different from others in many ways." The Cronbach's α coefficient is 0.905.

According to the findings of the confirmatory factor analysis demonstrated in Table 1, every scale performs well and has discriminant validity.

Table 1. Results of confirmatory factor analysis.

Model	χ^2/df	RMSEA	SRMR	GFI	TLI	CFI
6-factor model	2.662	0.051	0.040	0.957	0.923	0.933
5-factor model	5.740	0.083	0.067	0.859	0.865	0.879
4-factor model	8.112	0.102	0.071	0.776	0.797	0.816
3-factor model	10.771	0.120	0.082	0.703	0.721	0.745
2-factor model	12.723	0.131	0.084	0.644	0.665	0.691
Single-factor model	14.283	0.140	0.127	0.601	0.612	0.648

Note: The single-factor model combines all items into one factor, while the four-factor model combines staff knowledge-sharing behavior and individualism orientation, which are two factors.

To prevent typical method bias, this study included procedural controls such as reverse coding of certain questions and anonymous survey administration [41]. The data comply with Harman's single-factor test to evaluate common method bias [42, 43]. There appears to be no major common method bias since the unrotated exploratory component analysis revealed six factors with eigenvalues larger than 1. The most significant factor explained 21.213% of the variance, which is less than 40%.

5. RESULTS

5.1. Variables Correlation Analysis and Statistics

Table 2 presents descriptive statistics and correlation analysis for each variable. The results indicate significant positive correlations among all research variables.

Table 2. Descriptive statistics and correlation analysis of variables (N = 547).

Variables	M ± SD	SL	CSE	SKSB	IO
Servant leadership (SL)	4.162 ± 0.969	1			
Core self-evaluation (CSE)	4.114 ± 0.714	0.495***	1		
Staff's knowledge-sharing behavior (SKSB)	4.325 ± 0.818	0.542***	0.656***	1	
Individualism orientation (IO)	4.257 ± 0.970	0.444***	0.625***	0.672***	1

Note: ***p<0.001: A significant level.
All values are rounded to three decimal places.

5.2. Regression Analysis

SPSS-based regression analysis will be applied to explore causal relationships among variables. Model 4 of the Process Macro will be employed to assess mediation effects while controlling for demographic variables. Relevant findings are summarized in Table 3.

First, the total effect was examined. Model 1 results indicate that servant leadership significantly predicts knowledge-sharing behavior (β = 0.458, t = 14.891, p < 0.001). The bootstrap 95% CI [0.397, 0.518] excludes zero, confirming a significant total effect.

Next, direct and indirect effects were analyzed. Model 2 reveals that, after introducing core self-evaluation as a mediator, servant leadership remains a significant predictor of knowledge sharing (β = 0.243, t = 8.098, p < 0.001), with a 95% CI [0.184, 0.302] excluding zero, indicating a significant direct effect. Core self-evaluation also significantly predicts knowledge sharing (β = 0.589, t = 14.479, p < 0.001), supported by a 95% CI [0.509, 0.669].

Core self-evaluation significantly predicts knowledge-sharing attitudes (β = 0.589, t = 14.479, p < 0.001), with a 95% CI [0.509, 0.669] excluding zero. Additionally, Model 3 shows that servant leadership significantly predicts core self-evaluation (β = 0.365, t = 13.155, p < 0.001), supported by a 95% CI [0.310, 0.419] excluding zero, confirming a significant indirect effect. Thus, H1, H2, and H3 are supported.

Table 3. Results of regression analysis (1).

Regression equation (N=547)			Significance of coefficient				
Model	**Outcome variable**	**Predictive variable**	***β***	**SE**	***t***	**LLCI**	**ULCI**
1	Staff's knowledge-sharing behavior	Servant leadership	0.458	0.031	14.891***	0.397	0.518
	Fit index	R	0.542				
		R^2	0.293				
		F	221.744***				
2	Staff's knowledge-sharing behavior	Servant leadership	0.243	0.030	8.098***	0.184	0.302
		Core self-evaluation	0.589	0.041	14.479***	0.509	0.669
	Fit index	R	0.702				
		R^2	0.493				
		F	259.011***				
3	Core self-evaluation	Servant leadership	0.365	0.028	13.155***	0.310	0.419
	Fit index	R	0.495				
		R^2	0.245				
		F	173.061***				

Note: ***p<0.001: A significant level.

The results indicate that hypotheses H1, H2, and H3 are supported. The total, direct, and indirect effects in the model, as shown in Table 4, are all significant, with bootstrap 95% confidence intervals excluding zero. The direct effect of servant leadership on staff's attitude toward circulating information (0.243) is responsible for 53.06% of the total effect (0.458), while the indirect effect (0.215) accounts for 46.94%. Core self-evaluation plays a partial mediating role, confirming H4.

Table 4. Decomposition of indirect, direct, and total effect.

Type of effect	Effect	Boot SE	Boot LLCI	Boot ULCI	Ratio
Total effect	0.458	0.031	0.397	0.518	-
Direct effect	0.243	0.030	0.184	0.302	87.98%
Indirect effect	0.215	0.028	0.164	0.275	12.04%

Following the standardization of the variables, Model 59 in the Process Macro was used to test the moderation effects. The test outcomes are presented in Table 5.

In Model 4, the values of R (0.680), R^2 (0.462), and the F-value (152.264, $p < 0.001$) indicate the model's significance. The interaction term of individualism orientation and servant leadership on core self-evaluation has a significant effect, with a bootstrap 95% confidence interval [0.036, 0.129] excluding zero, $\beta = 0.082$ ($t = 3.481$, $p < 0.001$). This suggests that individualist orientation is a consequence of servant leadership on core self-evaluation.

Figure 2 shows the moderating influence of individualism orientation on the interaction. The simple slopes are significantly non-zero within the standardized range of individualism orientation [-2.252, 1.797], suggesting that the effect of servant leadership on core self-evaluation increases as the level of individualism orientation rises.

Table 5. Results of regression analysis (2).

Regression equation (N=547)			Significance of coefficient				
Model	**Regulated variable**	**Predictive variable**	***β***	**SE**	***t***	**LLCI**	**ULCI**
4	Core self-evaluation	Servant leadership	0.298	0.036	8.194***	0.227	0.370
		Individualism orientation	0.520	0.036	14.547***	0.450	0.590
		Servant leadership * Individualism orientation	0.082	0.024	3.481***	0.036	0.129
	Fit index	R	0.680				
		R^2	0.462				
		F	152.264***				
5	Staff's knowledge-sharing behavior	Servant leadership	0.161	0.033	4.818***	0.095	0.226
		Core self-evaluation	0.356	0.038	9.499***	0.282	0.430
		Individualism orientation	0.348	0.036	9.615***	0.277	0.419
		Servant leadership * Individualism orientation	-0.144	0.023	-6.279***	-0.189	-0.099
		Core self-evaluation * Individualism orientation	0.077	0.024	3.199**	0.030	0.125
	Fit index	R	0.779				
		R^2	0.607				
		F	163.612***				

Note: **p<0.01: A significant level; ***p<0.001: A significant level.
All values are rounded to three decimal places.

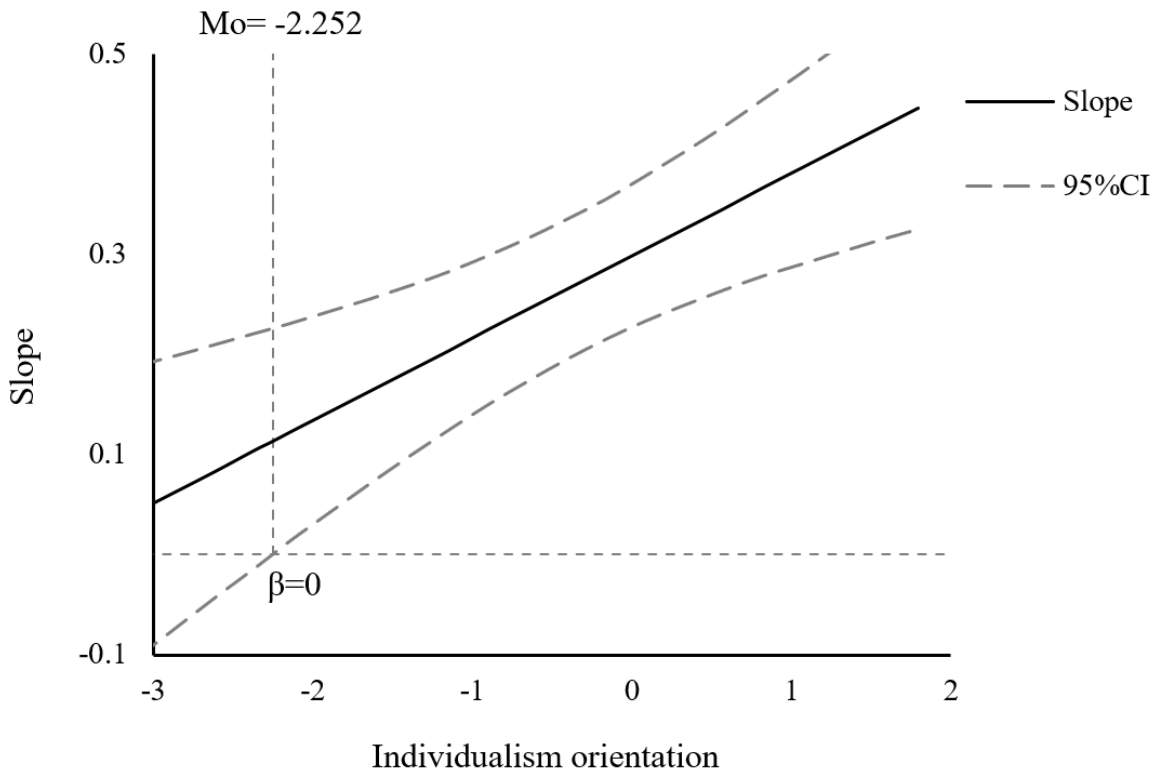

Figure 2. Difference in interaction between servant leadership and core self-evaluation under high and low levels of individualism orientation.

For participants with low individualism (M - 1 SD), servant leadership significantly predicts core self-evaluation (simple slope = 0.216, t = 5.571, p < 0.001). At the mean level (M), this predictive effect strengthens (simple slope = 0.298, t = 8.194, p < 0.001). For those with high individualism (M + 1 SD), the effect is even more pronounced (simple slope = 0.381, t = 7.996, p < 0.001). These findings indicate that the impact of servant leadership on core self-evaluation intensifies with higher individualism, supporting the positive moderating effect and confirming H5.

For Model 5, R = 0.779, R^2 = 0.607, and F = 163.612 (p < 0.001), indicating model significance. The interaction between servant leadership and individualism orientation on knowledge sharing has a bootstrap 95% CI [-0.189, -0.099], excluding zero, with β = -0.144 (t = -6.279, p < 0.001), confirming a significant moderating effect. This implies that individualist orientation weakens the influence of servant leadership on knowledge-sharing attitudes.

Figure 3 illustrates this moderation effect. Within the standardized range of individualism orientation [-3.100, 0.581], simple slopes are significantly non-zero, indicating that higher individualism reduces the impact of servant leadership on knowledge sharing.

Specifically, for low individualism (M-1SD), servant leadership significantly predicts knowledge sharing (simple slope = 0.304, t = 8.768, p < 0.001). At the mean level (M), the effect remains significant but weaker (simple slope = 0.161, t = 4.818, p < 0.001). For high individualism (M + 1SD), the effect becomes non-significant (simple slope = 0.017, t = 0.369, p > 0.05). These results demonstrate that individualism orientation negatively moderates the relationship, supporting H5.

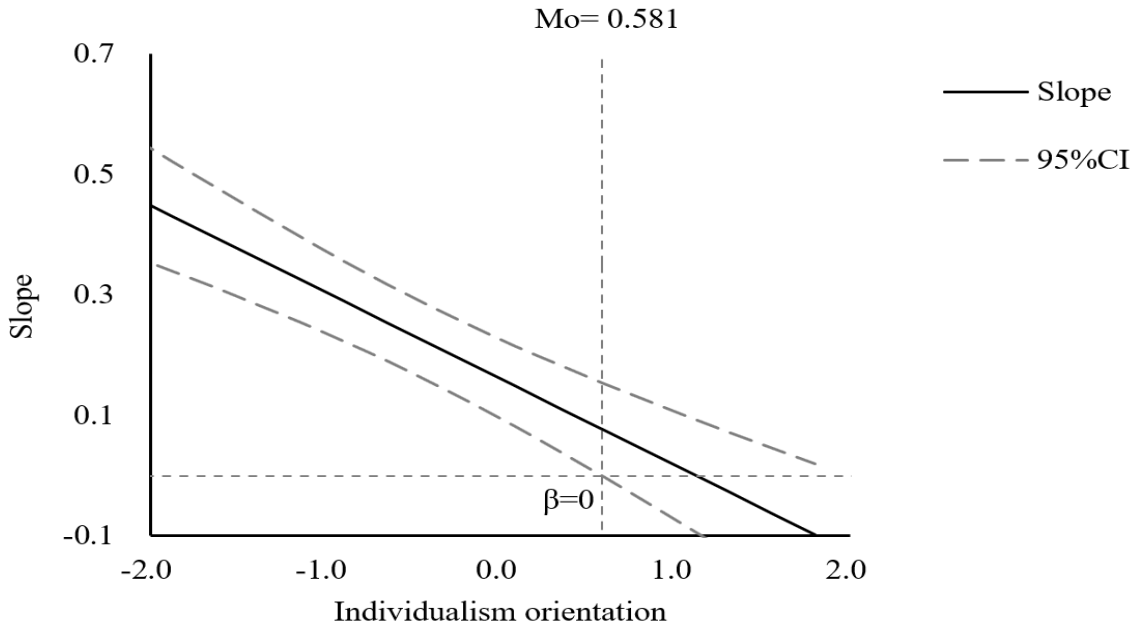

Figure 3. Difference in interaction between servant leadership and workers' tendency to transfer knowledge under high and low levels of individualism orientation.

Moreover, the interaction between individualism orientation and core self-evaluation on staff attitudes toward circulating information has a significant moderating effect, with a bootstrap 95% confidence interval of [0.030, 0.125], excluding zero, and $\beta = 0.077$ ($t = 3.199$, $p < 0.01$).

Figure 4 illustrates the moderation effect of individualism orientation. For participants with high individualism (M + 1SD), core self-evaluation significantly predicts knowledge-sharing tendencies (simple slope = 0.433, t = 9.165, $p < 0.001$). For those with low individualism (M - 1SD), the effect is weaker (simple slope = 0.279, t = 6.675, $p < 0.001$). These results suggest that higher individualism strengthens the influence of core self-evaluation on knowledge sharing, confirming the positive moderating role of individualism orientation and supporting H6.

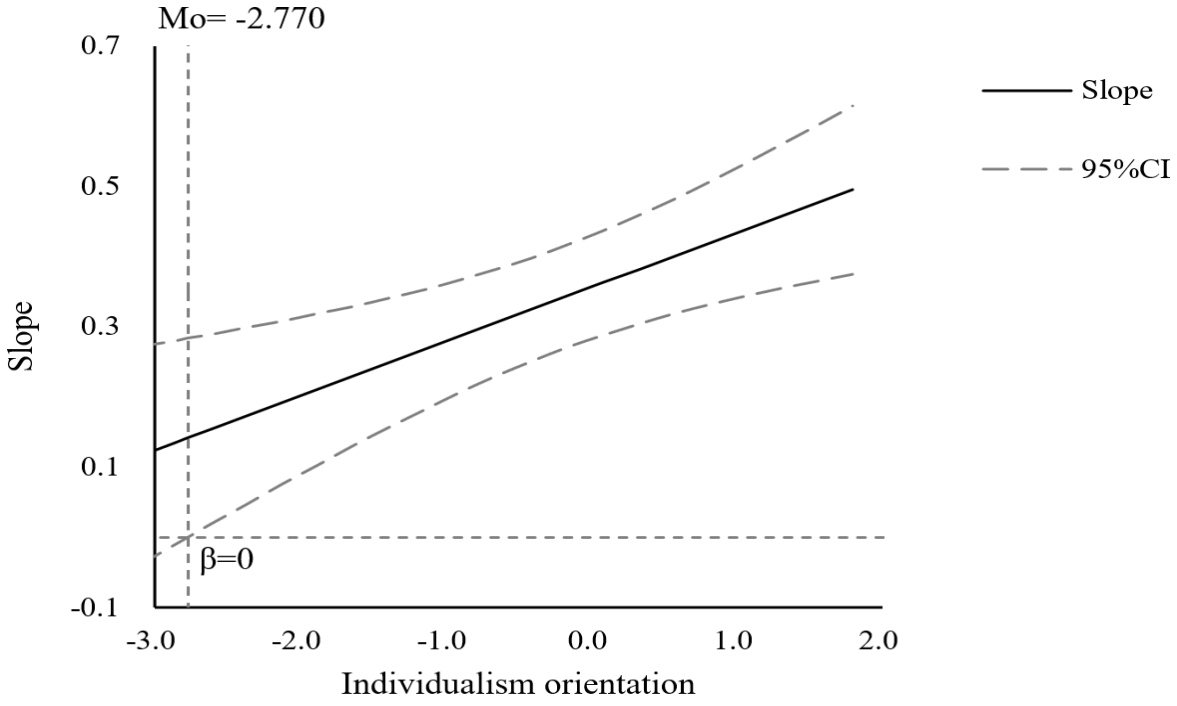

Figure 4. The difference in interaction between core self-evaluation and staff's attitude of circulating information under high and low-level individualism orientation.

Accordingly, at three levels of individualism orientation, the mediating effect of core self-evaluation in the connection between servant leadership and employees' information-dissemination tendency shows an increasing trend (see Table 6). This indicates that as individualism orientation increases, servant leadership more effectively enhances workers' tendency to transfer knowledge through improved core self-evaluation. Conversely, the effect of servant leadership on employees' information-dissemination tendency decreases with higher individualism orientation, suggesting that it becomes harder for servant leadership to improve staff practices of sharing knowledge as individualism orientation increases directly.

Table 6. Direct and mediating effects at different levels of individualism orientation.

Type of effect	Individualism orientation	Effect	Boot SE	Boot LLCI	Boot ULCI
Direct effect	3.193 (M-1SD)	0.304	0.035	0.236	0.373
	4.162 (M)	0.161	0.033	0.095	0.226
	5.131 (M+1SD)	0.017	0.046	-0.073	0.106
Regulated mediating effect	3.193 (M-1SD)	0.060	0.023	0.025	0.112
	4.162 (M)	0.106	0.020	0.071	0.150
	5.131 (M+1SD)	0.165	0.035	0.106	0.242

6. DISCUSSION

6.1. Significance and Suggestions

The study reveals that servant leadership positively predicts core self-evaluation and employees' knowledge-sharing behaviors. However, the relationship between servant leadership and knowledge-sharing is mediated by core self-evaluation. Conversely, individualism orientation weakens the direct effects of servant leadership on both knowledge-sharing practices and core self-evaluation levels.

This study demonstrates that servant leadership may have a direct and beneficial impact on workers' willingness to share their knowledge. It can also have an indirect effect by elevating employees' levels of core self-evaluation, which acts as a partial mediator. This is because servant leadership involves genuine care for subordinates [12] and attention to their growth and development [11]. This sincere care and support enable employees to leverage their initiative while encouraging the sharing of knowledge among staff members.

Leaders can significantly influence employees' emotions, either positively or negatively [14], and positive beliefs in individuals can foster proactive behaviors [24]. Servant leadership helps employees maintain a stable and positive mindset, enhancing their self-assessment. Research indicates that employees with high core self-evaluation tend to exhibit greater job satisfaction, stronger organizational commitment, and improved job performance. They are more proactive, resilient under pressure, and contribute positively to team dynamics. Such individuals are also more likely to achieve long-term career success, as they embrace challenges and continuously develop their skills. Furthermore, increased knowledge sharing opens up more opportunities for employees.

Additionally, individualism orientation amplifies the positive effects of servant leadership on core self-evaluation and, in turn, on knowledge-sharing attitudes. However, it also weakens the direct influence of servant leadership on employees' willingness to share knowledge. In China, individualism is neither inherently good nor bad but requires adaptable management strategies tailored to specific work contexts and cultural nuances to unlock employee potential and enhance team effectiveness. This study highlights the positive role of individualism in promoting knowledge sharing, challenging the perception that individualism undermines teamwork in collectivist cultures.

The results of our study support other studies showing that leaders have a great deal of influence because they are in higher positions [9]. Thus, promoting more practices of knowledge-sharing among staff members and emphasizing the importance of autonomy is crucial [30]. However, our study differs by showing that individualism tendencies can hinder the attitude of circulating information in some contexts, particularly in contexts where servant leadership prevails.

6.2. Limitations and Future Research

Although the researcher has achieved important results, some shortcomings have also been detected.

First, convenience sampling has its limits, which have constrained the study's sample size and range. Likewise, to ensure that the conclusions drawn from the data analysis are representative and generalizable, more validation is required.

Second, only a few variables were chosen for the study, though the practices of knowledge sharing in practical contexts are influenced by a wide range of circumstances. As a result, there may be limitations to the study's practical applicability, and more investigation is required to identify additional potential impacting elements.

Finally, more suitable sampling techniques, a larger sample size, and an expanded sample selection range should all be used in future studies. In addition, the conversation needs to be expanded to investigate new influencing elements.

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Transparency: The author states that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.
Competing Interests: The author declares that there are no conflicts of interests regarding the publication of this paper.

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