

Perceived Organizational Status and Knowledge Sharing: The Moderating Role of Status Elevation Events

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Abstract. Knowledge sharing has emerged as a popular topic among contemporary scholars, and the issue of how to motivate employees to share their accumulated knowledge and experience without reservation has garnered widespread attention from both managers and researchers. Drawing on social exchange theory and event system theory, this study constructs a model in which perceived organizational status influences employee knowledge sharing, and incorporates status elevation events to explore their moderating role within this model. A total of 248 valid sample data were collected and empirically tested using structural equation modeling. The results indicate that: (1) Perceived organizational status has a positive impact on employee knowledge sharing; (2) The novelty of status elevation events does not significantly moderate the relationship between perceived organizational status and knowledge sharing; (3) The criticality of status elevation events positively moderates the relationship between perceived organizational status and knowledge sharing; (4) The disruptiveness of status elevation events positively moderates the relationship between perceived organizational status and knowledge sharing. These findings reveal the underlying mechanisms through which perceived organizational status affects knowledge sharing and provide valuable insights for enterprises seeking to encourage employee knowledge sharing.

Keywords: Perceived organizational status; Knowledge sharing; Novelty of status elevation events; Criticality of status elevation events; Disruptiveness of status elevation events.

1. Introduction

In the contemporary global economic system, knowledge plays a crucial role and occupies a significant position in both global and national economic growth^[1]. With the advent of the knowledge economy era, knowledge, as a valuable intangible resource, has become increasingly vital for enterprises. Knowledge sharing among employees, as an extremely important aspect of knowledge management, is the key cornerstone for the realization of knowledge collection, transfer, integration, and creation^[2]. As the core component of knowledge management, knowledge sharing enables organizations to deeply explore and efficiently utilize their knowledge assets, making them an important source of competitive advantage for enterprises^[3,4]. Despite the many benefits that knowledge sharing can bring, due to the complexity and variability of organizational environments, most employees tend to be reserved when sharing their knowledge and are unwilling to fully disclose it^[5]. Thus, how to motivate employees to share their knowledge reserves without reservation in the workplace has garnered widespread attention from both managers and scholars.

Perceived organizational status refers to an individual's psychological cognition of whether their position, prestige, and influence within the organization are supported and recognized by the organization. Both its antecedents and consequences have garnered significant attention from scholars^[6]. Wei Xuhua argued that, compared with its antecedents, research on the consequences of perceived organizational status appears relatively scarce. Moreover, empirical studies on the cognitive, behavioral, and performance consequences of status perception have yet to reach a consensus^[7]. Thus, exploring the consequences of organizational status perception is of particular importance. Employees' perceived organizational status can significantly influence organizational members' cognition, emotions, behavioral performance, and job performance. Knowledge sharing, as a form of extra-role behavior, is spontaneous and closely related to organizational development^[7,8]. According to social exchange theory, the relationship between employees and the organization is governed by

the principle of reciprocity. When employees perceive support and care from the organization, they are likely to reciprocate by engaging in proactive behaviors that help the organization achieve its goals^[9]. Therefore, this study aims to explore the mechanism through which perceived organizational status influences employee knowledge sharing, based on social exchange theory.

The desire for status is innate. Status is defined as the respect, admiration, and voluntary deference that others accord to an individual^[10]. Status elevation, as a significant event occurring within a specific period in the workplace, such as receiving praise from a superior or the successful approval of a project, is of particular importance^[11]. Given that status is a dynamic and mutable resource, employees engage in a series of actions aimed at enhancing their instrumental value in order to change their status in the workplace. These actions include, but are not limited to, proactive behavior, organizational citizenship behavior, and job engagement^[12-14]. Therefore, status elevation events are closely linked to knowledge sharing.

Event system theory categorizes events into three dimensions: event strength, event space, and event time, with event strength encompassing the novelty, disruptiveness, and criticality of the event^[15]. Thus, based on event system theory, this study explores how the novelty, disruptiveness, and criticality of status elevation events moderate the relationship between perceived organizational status and employee knowledge sharing.

In summary, this study will construct a model of the influence of perceived organizational status on employee knowledge sharing based on the integration of social exchange theory and event system theory, and investigate the moderating role of status elevation events within this model. Structural equation modeling will be employed for empirical testing, thereby refining the research on the consequences of perceived organizational status and offering relevant recommendations for enterprises seeking to motivate employee knowledge sharing.

2. Literature Review and Hypotheses Development

2.1. Perceived Organizational Status and Knowledge Sharing

Perceived organizational status can be conceptualized as an individual's psychological perception of whether their position, prestige, and influence within the organization are supported and recognized by the organization^[6]. Employees' perception of their status within an organization is a subjective cognition, formed based on the degree of attention, support, and recognition they receive from the organization^[16]. This perception of status within the enterprise is a key factor in shaping the relationship between employees and the organization and profoundly influences employees' work attitudes and behavioral patterns^[17]. Knowledge sharing, as a critical means for enterprises to gain competitive advantage and maintain their market position, has garnered widespread attention from managers. Knowledge sharing refers to the process by which employees, teams, and organizations within a company transfer various types of knowledge through diverse sharing mechanisms. After digestion and absorption, this knowledge is transformed and further expanded and innovated through creative activities, ultimately becoming a valuable knowledge asset for the organization^[18]. Knowledge sharing relies on individual initiative and willingness and is a voluntary behavior^[19].

The relationship between employees' perceived organizational status and knowledge-sharing behavior is intimate. First, employees with high perceived organizational status are able to detect that they are highly supported and recognized within the organization. When employees receive positive signals of respect and value conveyed by the organization, they sense that they hold a significant position and prestige within the team^[20]. Based on the reciprocity principle of social exchange theory, when employees perceive that the organization has built a favorable working environment for them and that the organization has provided ample emotional care and recognition in the form of attention, support, and trust, they will form a close bond with the organization psychologically and develop a sense of gratitude and dedication. In order to reciprocate the recognition and respect they receive from leaders or the organization in their work, employees will engage in proactive behaviors and be motivated to undertake spontaneous activities beyond their job responsibilities to give back to the

organization^[21,22]. According to existing research, employees who feel a strong sense of security and respect in the workplace will voluntarily share their knowledge, skills, and experience with their colleagues. When employees perceive greater autonomy and comprehensive support and recognition from the organization, their anxieties and concerns in their work can be effectively alleviated, thereby generating a stronger willingness and action to share knowledge^[22].

Second, when employees perceive that they hold a high organizational status within the enterprise, they tend to exhibit a stronger sense of responsibility and obligation^[17]. Status plays a crucial role in teams, influencing the allocation of resources, the operation of processes, and the making of decisions. Employees who perceive themselves as having high status within a group experience less threat and social influence when accessing resources, thereby enabling them to more smoothly obtain the necessary resources in their work. The information and expertise possessed by high-status members are highly valued and widely recognized^[23,24]. Consequently, employees develop a sense of responsibility towards the organization, which drives them to pay closer attention to the organization's interests and assist in achieving its goals^[25]. Existing research has shown that employees enrich the organization's knowledge base by sharing their personal knowledge and are more inclined to actively share valuable knowledge and experience when they realize that their knowledge will be effectively utilized and beneficial to the organization^[1,26].

Based on the above discussion, the following hypothesis is proposed:

H1: Perceived organizational status has a positive effect on knowledge sharing.

2.2. The Moderating Role of Status Elevation Events

Status can be regarded as an individual's "relative social position or rank" within a particular organization or group, reflected in aspects such as job level, rank, and professional title^[11]. Status elevation can be considered an event occurring within a specific period in the workplace, such as receiving praise from a superior or obtaining formal approval for a project^[11]. Changes in status can trigger a series of responses, including adjustments in personal authority, reallocation of resources, and changes in the scope of action, thereby leading to corresponding shifts in an individual's work behavior^[27].

The event system theory proposed by Morgeson et al. emphasizes three attributes of events: event temporal attributes (event timing, duration, and intensity evolution), event spatial attributes (event origin and propagation), and event strength attributes (novelty, disruptiveness, and criticality)^[15]. Event system theory illustrates how entities change under the combined influence of event strength, event space, and event time, which may manifest as adjustments or the emergence of new entity behaviors, characteristics, or subsequent events^[28]. Event strength encompasses three features: novelty, disruptiveness, and criticality^[15]. Therefore, the following sections of this paper will explore how the novelty, disruptiveness, and criticality of status elevation events moderate the relationship between perceived organizational status and employee knowledge sharing.

Novelty reflects the degree of difference and divergence of an event compared to current and past patterns of behavior, characteristics, and events^[29]. The novelty of status elevation events is manifested in the awareness of new standards and methods required following a change in position, role, or status. When confronted with novel events, individuals often lack established rules or procedures to effectively address them, necessitating the adjustment or creation of new behaviors, functions, and coping strategies in response^[15]. Employees cannot rely on their existing knowledge, information resources, and professional skills to deal with such events. This implies that even if employees have a high perception of their organizational status, the novelty of the event may leave them with limited available resources and a lack of critical knowledge assets. In this scenario, employees may face the dilemma that once knowledge is shared, it becomes a public good, freely accessible and usable by others. Consequently, they may be reluctant to share their knowledge due to the challenges associated with knowledge sharing^[23]. Additionally, uniqueness is considered a key aspect of organizational power. To avoid losing their power and value, employees may perceive that hoarding rather than sharing knowledge can yield greater benefits and exclusive value, thereby

reducing their willingness to share knowledge ^[30]. Based on the above discussion, the following hypothesis is proposed:

H2a: The novelty of status elevation events negatively moderates the relationship between perceived organizational status and knowledge sharing.

The criticality of status elevation events highlights their importance, necessity, or priority to employees ^[31]. When the criticality of a status elevation event is stronger, it implies that the event can better meet employees' needs, reflecting their strong desire to enhance their status ^[11]. Following a status elevation event, employees' position within the enterprise continues to rise, along with their prestige and influence, which in turn increases their perceived organizational status ^[17]. When employees achieve a higher status within the organization, it evokes a sense of accomplishment, prompting them to demonstrate greater dedication and willingness to contribute to the organization ^[32,11]. In addition, due to the critical nature of the status elevation event, employees, in an effort to consolidate their status and stabilize their position, will continue to exhibit significant contributions and value to the organization as a whole. They are likely to engage in more proactive and forward-looking behaviors, such as actively seeking and sharing knowledge to ensure their competence in the new role requirements, thereby facilitating knowledge-sharing behavior ^[12]. Based on the above discussion, the following hypothesis is proposed:

H2b: The criticality of status elevation events positively moderates the relationship between perceived organizational status and knowledge sharing.

Disruptiveness refers to the degree of change or disturbance that a status elevation event imposes on an entity's routine activities ^[11]. When an employee's position or title changes in a way that has a disruptive impact on their work, they will proactively seek change due to the mismatch between their current capabilities and the new behavioral demands. This mismatch drives employees to actively learn and share new knowledge and acquire new skills ^[27]. The higher the disruptiveness of the event, the greater the impact and change it brings to the employee's daily life. Moreover, employees are more likely to perceive that this disturbance stems from their change in status. To maintain and consolidate their new status and align with the behavioral patterns and characteristics required by their elevated position, employees will quickly seek ways to effectively cope with and adapt to the disruptive event. Individuals need to enhance their ability to process and assimilate information and, based on this, adjust or reshape their current behavioral patterns and characteristics ^[11]. In this context, knowledge-sharing activities become particularly important. When individuals recognize the existence of reciprocity—that is, they believe that sharing knowledge may lead to some form of return or assistance—they can obtain a more diverse range of information through knowledge sharing. This information includes professional knowledge and skills, as well as different experiences. These resources will help them effectively deal with the impact of disruptive events, thereby promoting knowledge-sharing behavior among employees ^[33]. Based on the above discussion, the following hypothesis is proposed:

H2c: The disruptiveness of status elevation events positively moderates the relationship between perceived organizational status and knowledge sharing.

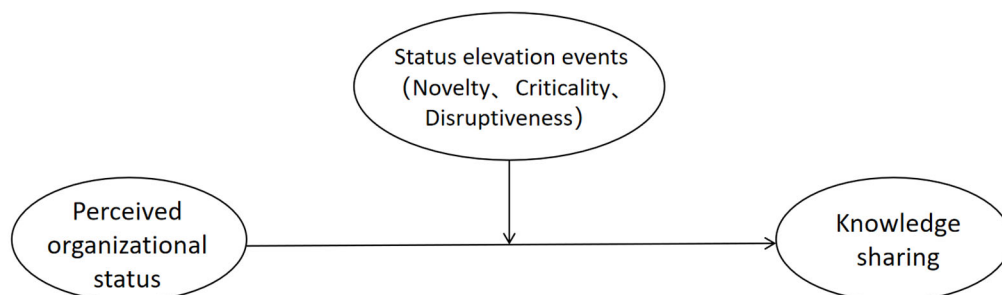


Figure 1. Theoretical Research Model

3. Research Design

3.1. Sample and Data Collection

Data for this study were collected using a questionnaire survey, with a total of 306 questionnaires initially collected. To enhance data quality, a screening question was embedded in the questionnaire to identify respondents who answered questions randomly or did not read the items carefully. Through this screening mechanism, a preliminary set of invalid questionnaires was identified and eliminated. Subsequently, manual screening was conducted to remove questionnaires with continuous identical answers or obvious patterns/errors, resulting in a final sample of 248 valid questionnaires, with an effective response rate of 81.05%.

Among the valid respondents, 30.6% were male and 69.4% were female. In terms of age distribution, the largest group was aged 31–40 years (37.9%), followed by those aged 21–30 years (34.7%), 40 years and above (26.2%), and 20 years and below (1.2%). The educational level of the respondents was relatively high, with 71.8% holding a bachelor's degree, 15.3% holding a master's degree, and 0.8% holding a doctoral degree. Only 2.4% had an education level below college, and 9.7% had an associate degree. Regarding work experience, 8.9% had less than 1 year, 30.6% had 1–5 years, 27.4% had 6–10 years, and 33.1% had more than 10 years. In terms of salary levels, 4.8% earned less than 3000 yuan per month, 10.1% earned 3000–4999 yuan, 17.7% earned 5000–7000 yuan, and 67.3% earned more than 7000 yuan.

3.2. Measurement of Variables

To ensure the reliability and validity of the measurement tools, this study employed well-established scales widely used both domestically and internationally. The adopted English scales underwent a “translation–back-translation” procedure, and all questionnaire items utilized a 7-point Likert scale.

(1) Perceived Organizational Status: This study adapted a scale developed by Eisenberger et al. to measure employees' perceived organizational status, consisting of 3 items, such as “The organization values the contributions I make” [34].

(2) Knowledge Sharing: This study employed a scale developed by Lu et al. to measure individual knowledge sharing, comprising 3 items, such as “In my daily work, I proactively share work-related knowledge with my colleagues” [35].

(3) Status Elevation Events: The measurement was divided into two parts. The first part defined status elevation events and asked respondents to recall recent relevant events. The second part utilized a scale developed by Liu Dong et al. to measure the novelty, disruptiveness, and criticality of status elevation events. The novelty subscale included 4 items, such as “The methods for dealing with this event are clear and known”; the criticality subscale included 3 items, such as “The status elevation event is important to my career”; and the disruptiveness subscale included 3 items, such as “This event made me stop and think about how to deal with it” [28].

4. Data Results and Analysis

4.1. Normality Test and Common Method Bias Test

To assess the normality of the sample data, this study employed SPSS 27.0 software for normality testing. The results indicated that the absolute values of skewness coefficients for all observed variables ranged from 0.35 to 1.362, while the absolute values of kurtosis coefficients ranged from 0.077 to 2.875, both of which were below the thresholds of 3 and 10, respectively, confirming that the data followed a normal distribution and passed the normality test.

To examine the presence of common method bias in the sample data, this study utilized the Harman single-factor test. A factor analysis was conducted on all measurement items, employing principal component analysis to extract common factors without rotation. The results showed that the variance

explained by the first unrotated factor was 28.915%, which is below the 40% threshold, indicating that there was no significant common method bias.

4.2. Reliability and Validity Tests

To assess the reliability and internal consistency of the questionnaire, this study employed Cronbach's α coefficient for reliability testing of each scale. The results indicated that the Cronbach's α values for perceived organizational status, knowledge sharing, novelty of status elevation events, criticality of status elevation events, and disruptiveness of status elevation events were 0.865, 0.838, 0.847, 0.898, and 0.806, respectively, all of which exceeded 0.8, demonstrating satisfactory reliability.

Confirmatory factor analysis was conducted using Amos 24.0. The results revealed that $X^2 = 119.494$, $df = 94$, $X^2/df = 1.271$, $CFI = 0.987$, $TLI = 0.983$, $GFI = 0.945$, and $RMSEA = 0.033$. These indices suggest that the model fit was satisfactory and the model had good fit. The standardized factor loadings for all items were greater than 0.6, and the composite reliability values ranged from 0.814 to 0.901 (see Table 1), all exceeding 0.8. The average variance extracted (AVE) values ranged from 0.586 to 0.753, all greater than 0.5, indicating that convergent validity was established. Further discriminant validity was assessed, and as shown in Table 2, the correlation coefficients between latent variables were less than the square root of the AVE, confirming good discriminant validity.

Table 1. Results of Confirmatory Factor Analysis

Latent Variables	Items	Standardized Factor Loadings	t-values	AVE	Composite Reliability
Perceived Organizational Status	The organization values the contributions I make.	0.821			
	The organization gives me the opportunity to make important decisions.	0.833	13.914***	0.689	0.869
	The organization seeks my opinions and suggestions when making decisions.	0.837	14.258***		
Knowledge Sharing	In my daily work, I proactively share work-related knowledge with my colleagues.	0.841			
	After acquiring new knowledge that is useful for work, I promote it to ensure more people can learn from it.	0.85	13.787***	0.643	0.843
	Unless required by the company, I never share my job expertise with others.	0.706	11.594***		
Novelty of Status Elevation Events	There are clear and known methods for dealing with this event.	0.708	10.596***		
	There are easy-to-understand procedural steps for handling this event.	0.79	11.815***		
	Established procedures and measures can be relied upon to address this event.	0.776	12.225***	0.586	0.849
	After the event occurs, there are rules, procedures, or guidelines to deal with the status elevation event.	0.784			
Criticality of Status Elevation Events	The status elevation event is important to my career.	0.832	17.578***		
	The status elevation event is a top-priority event in my career.	0.824	17.104***	0.753	0.901
	The status elevation event is important for my long-term career success.	0.943			
Disruptiveness of Status Elevation Events	This event makes me stop and think about how to deal with it.	0.654			
	This event changes my usual way of responding.	0.836	9.842***	0.595	0.814
	This event requires me to alter my previous work methods.	0.812	9.701***		

Table 2. Discriminant Validity Test

	AVE	1	2	3	4	5
Disruptiveness	0.595	0.771				
Criticality	0.753	0.354	0.868			
Novelty	0.586	0.057	0.117	0.766		
Knowledge Sharing	0.643	0.108	0.318	0.312	0.802	
Perceived Organizational Status	0.689	0.23	0.029	0.375	0.544	0.830

4.3. Hypothesis Testing

Direct Effect Test: This study employed Amos 24.0 to test the direct effect. Perceived organizational status significantly and positively influenced employee knowledge sharing ($\beta = 0.546$, $t = 7.409$, $p < 0.001$), thus supporting Hypothesis H1.

Moderating Effect Test: The moderating effects of the novelty, criticality, and disruptiveness of status elevation events on the relationship between perceived organizational status and knowledge sharing were tested using Process 4.1. As shown in Table 3, the interaction term between perceived organizational status and the novelty of status elevation events did not significantly influence knowledge sharing ($\beta = 0.0613$, $p = 0.1821$), thus failing to support Hypothesis H2a. In contrast, the interaction term between perceived organizational status and the criticality of status elevation events had a significant positive effect on knowledge sharing ($\beta = 0.1776$, $p < 0.01$), supporting Hypothesis H2b. Similarly, the interaction term between perceived organizational status and the disruptiveness of status elevation events also had a significant positive effect on knowledge sharing ($\beta = 0.2321$, $p < 0.01$), supporting Hypothesis H2c.

As illustrated by the slope comparison of the two lines in Figure 2, the effect of perceived organizational status on knowledge sharing was stronger under conditions of high criticality of status elevation events than under conditions of low criticality. Similarly, as shown in Figure 3, the effect of perceived organizational status on knowledge sharing was stronger under conditions of high disruptiveness of status elevation events than under conditions of low disruptiveness.

Table 3. Moderation Effect Test

Dependent Variable	Variables	β	Standard Error	t	p	Lower Bound	Upper Bound	R ²	F
Knowledge Sharing	Constant	5.4674	0.0573	95.3563	0.0000	5.3544	5.5803		
	Perceived Organizational Status	0.3824	0.0538	7.1069	0.0000	0.2764	0.4884		
	Novelty of Status Elevation Events	0.1343	0.0628	2.1396	0.0334	0.0107	0.2580	0.2282	24.0546
	Perceived Organizational Status $\times$ Novelty of Status Elevation Events	0.0613	0.0458	1.3383	0.1821	-0.0289	0.1515		
	Constant	5.4825	0.0521	105.2338	0.0000	5.3799	5.5851		
	Perceived Organizational Status	0.3699	0.0479	7.7246	0.0000	0.2756	0.4642		
	Criticality of Status Elevation Events	0.2339	0.0531	4.4057	0.0000	0.1293	0.3385	0.3143	37.2874
	Perceived Organizational Status $\times$ Criticality of Status Elevation Events	0.1776	0.0543	3.2734	0.0012	0.0707	0.2845		
	Constant	5.4363	0.0525	103.5128	0.0000	5.3328	5.5397		
	Perceived Organizational Status	0.3697	0.0482	7.6695	0.0000	0.2748	0.4647		
	Disruptiveness of Status Elevation Events	0.1438	0.0586	2.4548	0.0148	0.0284	0.2591	0.3196	38.1971
	Perceived Organizational Status $\times$ Disruptiveness of Status Elevation Events	0.2321	0.0369	6.2948	0.0000	0.1595	0.3047		

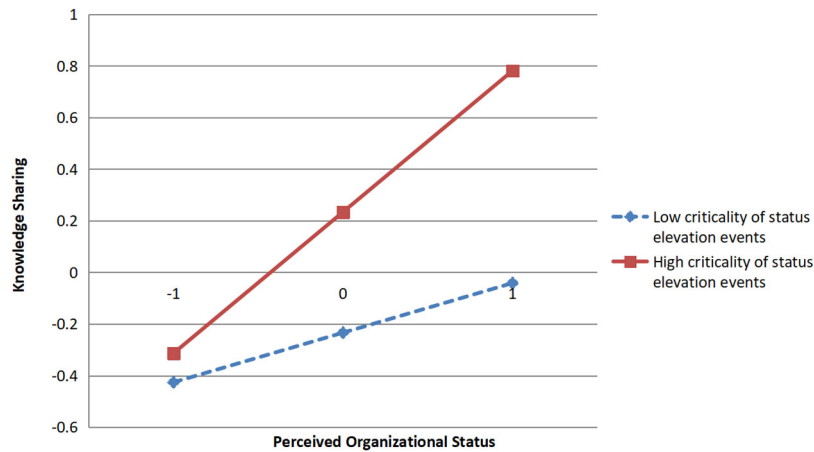


Figure 2. Moderating Effect of Status Elevation Event Criticality

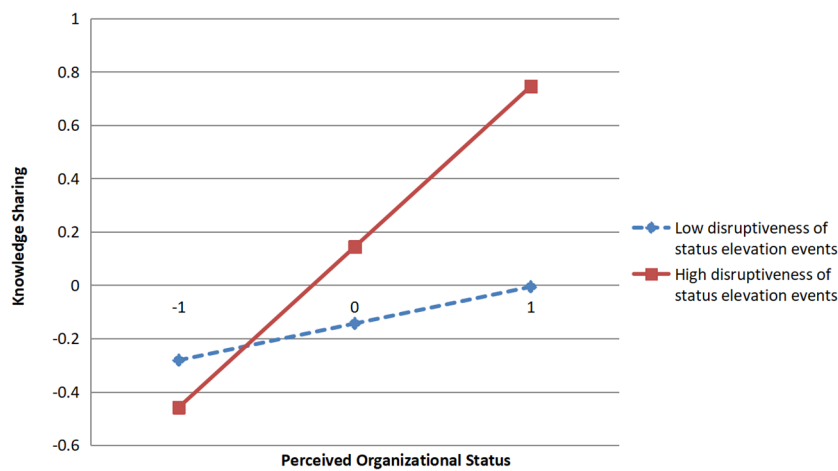


Figure 3. Moderating Effect of Status Elevation Event Disruptiveness

5. Conclusions and Discussion

5.1. Research Conclusions

This study investigates the influence of perceived organizational status on employee knowledge sharing and the moderating effects of the novelty, criticality, and disruptiveness of status elevation events, based on social exchange theory and event system theory. First, the results indicate that perceived organizational status has a significant positive impact on employee knowledge sharing. Employees with a higher perception of organizational status sense the support and encouragement from the organization. According to the reciprocity principle of social exchange theory, these employees develop a stronger sense of organizational identification and responsibility. Viewing themselves as integral components of the organization, they are more inclined to engage in proactive behaviors, constructive deviance, and knowledge-sharing activities [36,37].

Second, based on event system theory, this study explores the moderating effects of the novelty, criticality, and disruptiveness of status elevation events. The novelty of status elevation events did not show a significant moderating effect. This may be attributed to the differences in individual backgrounds, work experience, and job demands among employees. Employees with longer work experience may have encountered similar events more frequently and thus are less likely to be impressed by the novelty of such events. Additionally, employees' knowledge inertia may lead them to rely on existing knowledge and past experiences when facing novel events, thereby diminishing the moderating effect of novelty [38].

In contrast, the criticality of status elevation events significantly and positively moderated the relationship between perceived organizational status and knowledge sharing. The critical nature of

these events meets employees' needs and enhances their perception of organizational status. To maintain their elevated status, employees are more likely to engage in knowledge-sharing behaviors. Similarly, the disruptiveness of status elevation events also significantly and positively moderated the relationship between perceived organizational status and knowledge sharing. The disruptive nature of these events prompts employees to actively seek and share diverse information to adapt to the changes.

5.2. Theoretical Contributions

1) This study extends the current research on antecedents of employee knowledge-sharing behavior. Employee knowledge-sharing behavior, as a voluntary action, has garnered significant attention from scholars ^[19]. However, existing studies on the antecedents of employee knowledge-sharing behavior have predominantly focused on the roles of leadership behaviors, leadership styles, and organizational climate, neglecting in-depth exploration from the perspective of employees' subjective perceptions. Therefore, this study shifts the focus to the subjective perception level of employees. Based on social exchange theory, it examines the positive impact of perceived organizational status on employee knowledge sharing, enriching the research on antecedents of employee knowledge sharing ^[3,39-42].

2) This study refines the research on the consequences of perceived organizational status. Echoing the call by Wei Xuhua et al. for more research on the consequences of perceived organizational status, this study examines the positive impact of perceived organizational status on employee knowledge sharing, an extra-role behavior, based on the notion that employees' status influences their behavior and attitudes ^[7]. It also expands on Ding Daorun's research on the relationship between perceived organizational status and employee proactive behavior. The findings resonate with the idea that employees with a better perception of their status in the organization exhibit greater job autonomy and are more likely to engage in positive organizational citizenship behaviors, providing a reference for future research on the consequences of perceived organizational status ^[43].

3) This study introduces status elevation events as a moderating variable, clarifying the boundary conditions of the mechanism through which perceived organizational status influences employee knowledge sharing. It extends the research on status elevation events by enriching the research perspective based on event system theory. Focusing on the strength characteristics of events, this study further categorizes status elevation events and investigates the moderating effects of their novelty, criticality, and disruptiveness. It provides an in-depth analysis of the differences in the moderating mechanisms of these three dimensions. The varying psychological feelings and behavioral impacts that these dimensions have on employees lead to their distinct moderating effects. Specifically, the lack of a moderating effect of the novelty of status elevation events is inconsistent with Rhee et al.'s view that employees may refuse to share knowledge due to knowledge-sharing dilemmas ^[23]. This discrepancy may arise because different employees have varying levels of acceptance of novelty and differing tolerances for knowledge-sharing dilemmas. For instance, employees with more experience and longer tenure may have a higher acceptance of novelty. Meanwhile, the positive moderating effects of the criticality and disruptiveness of status elevation events align with the notion that the primary task following a status elevation is more proactive personal learning, effort, and action ^[27].

5.3. Practical Implications

1) Perceived organizational status has a positive impact on employee knowledge sharing. Therefore, enterprises should pay attention to employees' subjective perceptions within the organization. Organizations need to convey signals of support and recognition to employees, grant them a certain degree of autonomy in their work, acknowledge their contributions, involve them in decision-making processes, and encourage them to voice their ideas and suggestions. By doing so, employees will fully recognize their importance within the company and the extent to which they are valued by the organization, thereby enhancing their perceived organizational status.

2) Enterprises should recognize the impact of the criticality of status elevation events. Organizations need to focus on employees' pursuit of status, fully understand the status needs that are highly critical to employees, and build effective incentive mechanisms based on this understanding to maximize status-based motivation. Employees' perception of status elevation is not limited to mere hierarchical advancement in the workplace but also includes receiving praise from leaders and project approvals. Therefore, enterprises can meet employees' desire for status through promotions, rewards, and recognition, thereby stimulating their work enthusiasm and motivation.

3) Organizations should be aware of the impact of status elevation events on employee behavior. The disruptiveness of status elevation events can lead to changes in employees' behavioral patterns. Organizations should encourage employees to adapt to these changes through proactive learning and knowledge sharing. On one hand, organizations should emphasize the education and guidance of employees in knowledge-sharing behaviors, encouraging them to express their thoughts in daily work. Leaders should set an example by actively engaging in knowledge-sharing activities and serving as role models for employees. On the other hand, organizations can establish knowledge-sharing platforms and management mechanisms for employee knowledge sharing, providing employees with a variety of tools and resources, and offering them a platform and opportunities to share and learn knowledge.

5.4. Limitations and Future Directions

The data used in this study are cross-sectional, which cannot fully capture the dynamic changes between perceived organizational status and employee knowledge sharing. Future research could employ longitudinal data, analyzing and collecting relevant data at different time points to gain a deeper understanding of the relationship between these two constructs.

Second, some of the scales used in this study were adapted from well-established foreign instruments, despite undergoing a translation–back-translation procedure. Their application in the Chinese context may still have certain limitations. Future research could prioritize the use of domestic, well-validated scales to enhance the cultural relevance and accuracy of the measurements.

Additionally, the current study focused on the moderating effects of status elevation events based on the event strength characteristics derived from event system theory. Future research could explore the temporal and spatial attributes of events to provide a more comprehensive understanding of how these factors influence the relationship between perceived organizational status and knowledge sharing.

Finally, the perceived organizational status in this study was based on employees' subjective perceptions. Existing research has shown that the team environment in which employees are situated can influence their behavior and attitudes. Therefore, future research could further incorporate the team level into empirical analyses to examine the impact of team dynamics on the relationship between perceived organizational status and knowledge-sharing behavior.

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