

Strategies For Overloaded Employees: Leveraging Resilience And Forgiveness To Mitigate Dissatisfaction And Sustain Knowledge-Sharing Efforts Mediating Role Of Psychological Well-Being

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Abstract

The study explored how resilience and forgiveness, as organisational strategies, can enhance psychological well-being among overloaded employees, thereby reducing dissatisfaction and sustaining knowledge-sharing efforts. It also investigates how psychological well-being mediates the relationship between these strategies and the sustainability of knowledge-sharing efforts. The data was collected from 250 employees of Pakistani service sector firms. The data was analysed using Smart PLS which involved conducting a Confirmatory Factor Analysis (CFA¹) to validate the measurement model. The study found that organisational forgiveness ($\beta = 0.2662$, $p = 0.0003$) improves employees' psychological well-being and indirectly boosts knowledge sharing efforts ($\beta = 0.2105$, $p = 0.0005$). Psychological well-being significantly mediated organisational forgiveness and knowledge sharing ($\beta = 0.7906$, $p < 0.001$). It further revealed no significant impact of resilience on job dissatisfaction ($\beta = -0.1035$, $p = 0.2633$) and knowledge sharing ($\beta = -0.443$, $p = 0.3157$). The results showed that provoking workplace culture improves employee well-being and knowledge sharing. According to research, when employees are frustrated due to job demands, they share less information and are less likely to obtain helpful feedback for addressing issues.

Keywords: Employee Overload, Resilience, Organisational Forgiveness, Psychological Well-being, Knowledge Sharing Efforts, Organisational performance.

Introduction

In today's fast-paced and demanding work environment, overloading of employees with work can cause stress dissatisfaction. Sharing and transferring skills is critical for the success in knowledge intensive businesses. Employees who are overloaded can experience burnout, a drop in job satisfaction and a reduction in sharing knowledge all of which are necessary for innovation and a competitive edge. According to Ramos Cassia et al. (2020), sharing valuable knowledge with employees can improve innovation, sustainability, and customer satisfaction. As per (Nguyen et al., 2023; Vuong and Hieu, 2023) it has the potential to increase worker productivity and creativity (De Clercq and Pereira, 2020). In particular, the translation of knowledge-sharing efforts into improved new idea production should be more effective when employees have access to appropriate resources that improve their capacity and willingness to use relevant knowledge as creative behaviours. Their access to such resources may thus affect

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whether individuals apply important insights gained through knowledge sharing to disruptive creative activities, notwithstanding the potential opposition to these ideas (Hon et al., 2014). Consequently, exclusion at work (Takhsha et al., 2020) and severe supervisors (Sharifirad, 2016) both contribute to a decrease in the flow of knowledge. According to Yeboah (2023), such impediments can give employees the perception that their company is uninterested in their professional progress, leading to feelings of melancholy and a decreased drive to share their acquired expertise.

According to the Conservation of Resources (COR) theory, employees who are under significant pressure may be reluctant to share crucial information as they might use this information defensively to protect their self-esteem by blaming their boss for their dissatisfaction at work. Second, in line with the COR theory, it can be proposed that employees' resilience resilience resilience resilience (Linnenluecke, 2017) and views of organisational forgiveness (Fehr and Gelfand, 2020) might be leveraged to overcome self-deprecating beliefs about heavy This allows employees to keep a certain level of excitement for their employment, which pushes them to devote time and effort to giving their colleagues access to their knowledge bases. When putting COR theory into reality, resources is a broad term. However, only some critical resources, such as "acknowledgement of employees' accomplishments, can help employees feel more confident in themselves. According to De Clercq and Pereira, (2024) difficult work conditions might have a negative impact on employees' self-esteem These circumstances can lead to employees having self-deprecating attitudes and concerns about their ability to perform (Sofyan, 2023).

According to Norman et al. (2015), stressed-out employees may blame their stress on their company or their employer's failure to provide adequate work experiences. The COR concept's initial assumption is that employees' apathy towards their occupations and reluctance to participate in significant knowledge-sharing activities are two characteristics that reduce the likelihood of workers having self-defeating ideas about how their workplaces operate. Overworked employees may use coping techniques to express their dissatisfaction with their employer's seeming disregard for their professional well-being (Luo et al., 2022). Employees who believe they are not experiencing favourable workplace experiences may be less willing to share their knowledge with other staff members (Sang et al., 2020). According to the COR theory, disgruntled employees can have a negative impact on their self-image and capacity to operate well at work. According to this notion, the organisation may not prioritise its employees' satisfaction.

In contemporary organisational environments, the issue of employee overload has become increasingly prevalent, leading to increased dissatisfaction and reduced productivity (De Clercq and Pereira, 2024). Overloaded employees often struggle to balance their workload, resulting in stress, burnout, and a decline in overall well-being. The problem not only affects individual employees but also damages the organisations' capacity to maintain knowledge-sharing efforts, which are crucial for innovation competitiveness. The concept of resilience, defined as the capacity to recover from adversity, and forgiveness, the ability to let go of negative emotions towards others, has emerged as a critical strategy in mitigating the adverse effect of employee overload De (Clercq and Pereira 2024). Organisations can alleviate dissatisfaction and sustainable knowledge-sharing among employees by fostering a culture of resilience, resilience, and forgiveness. However, the mediating role of psychological well-being in this context remained unexplored. Psychological well-being encompasses aspects such as emotional stability, life satisfaction, and positive functioning, which are essential for employees' ability to thrive in demanding environments. Additionally, no previous study has been conducted that shed light on the all these crucial variables at once and observes the mediating role of psychological well-being, as recent study by De Clercq, and Pereira, (2020) as it only provided the knowledge investigating the connection between employees'

knowledge-sharing efforts and creating behaviour as it focused on contingency factors. Therefore, a gap exists that forced the researcher to consider the role of psychological well-being and how it affects job dissatisfaction and overload of employees in today's complex and fast-paced working environment.

The study aims to explore how resilience and forgiveness, as organisation strategies, can enhance the psychological well-being of overloaded employees, thereby reducing dissatisfaction and sustaining knowledge-sharing efforts. It seeks to investigate the relationship between employee overload and dissatisfaction and also evaluates the impact of resilience and forgiveness on employees' psychological well-being. The study also examines how psychological well-being mediates the relationship between these strategies and the sustainability of knowledge-sharing efforts. The study's findings aim to provide valuable insights for organisations to develop effective interventions that not only support employees' mental health but also enhance organisational learning and performance. Organisations can better equip themselves to foster a positive work environment, even under challenging conditions and dynamics.

In the case of Tahir, Yusoff, Azam, Khan, and Kaleem (2012), incentive programs and training are excellent approaches to improving job satisfaction and performance. Ali and Farooqi, (2014) revealed a negative relationship between occupational stress and job satisfaction. Occupational stress can be induced by a variety of circumstances, including work overload, job uncertainty, and workplace relationships. Stress at the workplace, which can be caused by a range of variables such as work pressure, co-worker behaviour, and other factors, is harmful to both the company and the individual, resulting in a drop in job satisfaction. According to Obiora and Iwuoha (2013), stress can be decreased by providing training, orientation, a fair wage package, and equal employment opportunities.

Employees may be unwilling to share their knowledge if they believe their employer does not provide an excellent working environment (Sang et al., 2020). Since the company does not appear to care about its employees' job satisfaction, COR theory suggests that their lack of excitement reduces their positive assessment of how well their work is going. As a result, employees may choose to keep important information rather than share it in order to maintain their sense of importance. People's entitlement may also restrict them from sharing helpful information that could benefit them (Wang, Zhang, and Feng, 2023). Workers who are dissatisfied with their jobs may find satisfaction in refraining from participating in knowledge-sharing activities that could benefit their employer (Rafique et al., 2018). Employees may be less likely to grow dissatisfied with their employment if they perceive their employer is prepared to forgive mistakes (Salvador, 2020). When employees are dealing with work overload and feeling uninspired about their jobs, they may use the positive job energy they receive from leaders who do not hold grudges for mistakes to reduce the amount of criticism they have for the company (Guchait et al., 2016).

Since psychological resilience is a critical element in determining workers' mental health, resilience (Mensah, 2021), expanded its scope to include life stress and psychological resilience. There is a strong link between a person's assessment of a situation that impairs their ability to execute tasks and the beginning of stress (Fako, 2010). Job stress occurs when a person's ability to cope with the demands of their job exceeds their ability to deal with them, causing them to respond negatively. Mensah, (2021) , and Hsieh and Tsai, (2019) have found that occupational stress is linked to unfavourable mental health outcomes such as anxiety, burnout, depression, and emotional exhaustion, as well as adverse physical effects. Since psychological resilience is an essential element in determining workers' mental health, Hsieh and Tsai, (2019) and El-Sayed (2022) have expanded their scope to include life stress and psychological resilience examined psychological resilience and occupational stress, and the findings indicate that their psychological resilience is acceptable, with a low to

moderate level of stress. The study findings show a considerable link between psychological resilience and occupational stress.

Conceptual Model

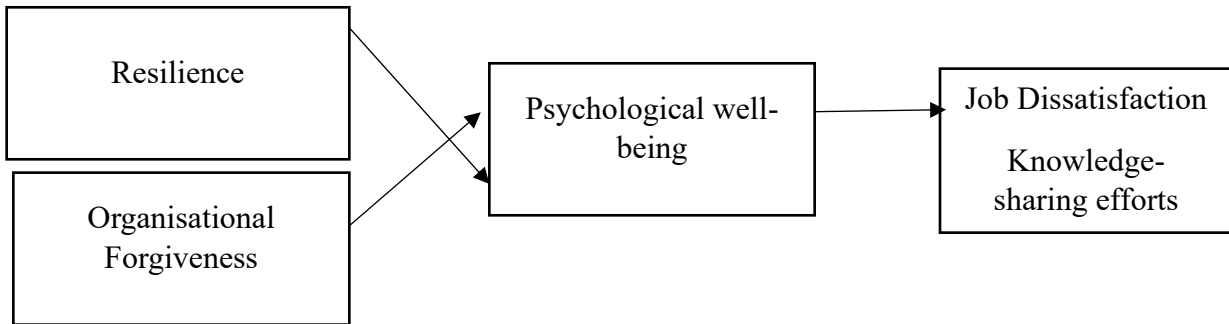


Figure 1 Conceptual Framework
Source: Author

Materials & Methods

The study employed a primary quantitative research approach to investigate the impact of resilience and forgiveness on the psychological well-being of overloaded employees and its subsequent effect on job dissatisfaction and knowledge-sharing efforts. The data was collected from a sample of 250 employees working in the service industry in Pakistan. Initially, the sample was distributed among 500 employees but only half of them filled and provided the responses. In SEM, a sample size of more than 200 is considered accurate for predicting results, hence a 250-sample size was selected for this study (Kline, 2023). The sample size was chosen as it best suited the findings and it provided robustness and confidence in the results. The survey utilised a five-point Likert scale from 1 ("strongly agree") to 5 ("strongly disagree") for the actual measurement to maintain consistency with previous research and to ensure validity. The scales for the focal constructs were drawn from recent studies and have been validated in various studies. A four-item scale was developed by Janssen (2001). It was adopted to measure the workload, as the scale assessed which employees perceive their workload as excessive, capturing the pressure and stress they exercise due to heavy job demands. Job dissatisfaction was measured using a reverse-coded three-item scale of job satisfaction (Agho et al. 1992), aligning with existing literature that has examined employees' perceptions of their job dissatisfaction (De Clercq et al. 2020; Jiang et al. 2009); the scale was chosen to measure the lack of excitement and enthusiasm employees feel towards their job, providing an understanding of job dissatisfaction levels within the sample.

Knowledge-sharing efforts were assessed using a four-item scale (De Clercq et al. 2016), which measures the extent to which employees engage in exchanging knowledge with their colleagues. The choice of a self-rated scale for knowledge-sharing efforts is consistent with previous studies (Masood et al. 2023; Morinaga et al. 2023), recognises that other rates, such as peers or supervisor, may need a comprehensive understanding of an individual's knowledge-sharing activities. It ensured a more accurate capture of the actual behaviours related to knowledge exchange within the organisation. Resilience is defined as the ability to recover from challenging work conditions, was measured by using a six-item scale, as mentioned in the study of Luthans et al. (2007). The scale was selected for its robustness in assessing the employees' resilience, a critical factor in mitigating the negative impacts of work overload. Organisational forgiveness, reflecting employees' perceptions of how organisational leaders

respond to errors, was measured using a three-item scale (Guchait et al. 2016). The construct was vital in understanding how a culture of forgiveness within the originations can influence employees' psychological well-being and overall job dissatisfaction. The collected data was analysed using SMARTPLS as it involved conducting a Confirmatory Factor Analysis (CFA) to validate the measurement model. The process included examining the factor loadings and p-values for each item, along with the composite reliability and Average Variance Extracted (AVE) for the constructs. The CFA ensures that the scales used are both reliable and valid, providing confidence in the measurement of the key constructs.

Results

Measurement Model using Confirmatory Factor Analysis

Table 1: Reliability and convergent validity testing

Latent Constructs	Indicators	Factor Loadings	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Job Dissatisfaction	JDS1	0.85	0.849	0.885	0.684
	JDS2	0.784			
	JDS3	0.833			
	JDS4	0.841			
Knowledge Sharing	KSE1	0.833	0.907	0.908	0.783
	KSE2	0.901			
	KSE3	0.891			
	KSE4	0.912			
Organisational Forgiveness	OF1	0.869	0.822	0.829	0.737
	OF2	0.871			
	OF3	0.834			
Psychological Well-being	PW1	0.7	0.806	0.842	0.565
	PW2	0.705			
	PW3	0.71			
	PW4	0.849			
	PW5	0.867			
Resilience	Res1	0.823	0.838	0.884	0.565
	Res2	0.905			
	Res3	0.845			
	Res4	0.7			

In terms of reliability, discriminant validity, and convergent validity, Brown (2015) discovered that principal component analysis may validate component structure. Composite reliability and Cronbach's alpha are used to determine the dependability of latent notions. The results reported

in Table 1 demonstrate the reliability of internal consistency. Furthermore, Cronbach's Alpha and composite dependability must be greater than 0.7, as shown by Kline (2015). The latent variables shown in Table 1 below have a higher level of internal consistency, indicating that the data are credible. Cronbach's alpha values for Job Dissatisfaction, financial inclusion, Organisational Forgiveness, Psychological Well-being and Resilience are 0.849, 0.907, 0.822, 0.806, and 0.838, for Job Dissatisfaction, financial inclusion, Organisational Forgiveness, Psychological Well-being and Resilience have composite reliability scores of 0.885, 0.908, 0.955, 0.829, 0.842, and 0.884 respectively. The validity of the construct indicators was evaluated using factor loading. In addition, factor loadings were used to evaluate building indicators. According to the findings of Latan, Noonan, and Matthews (2017), factor loading values must be more than 0.6 to ensure factor validity. The factor loadings for each indication are provided in Table 1, demonstrating their validity. Since each component is more significant than 0.6, there is no need to delete any signals. Furthermore, the study revealed convergent validity, a technique for detecting relatedness. According to Sarstedt, Ringle, and Hair (2021), this is represented by an average variance extracted (AVE) of 0.5. According to Table 1, AVE values greater than 0.5 indicate convergent validity.

Table 2: Discriminant Validity

	Job Dissatisfaction	Knowledge Sharing	Organisation Forgiveness	Psychological Well-being	Resilience
Job Dissatisfaction					
Knowledge Sharing	0.169				
Organisation Forgiveness	0.074	0.277			
Psychological Well-being	0.124	0.803	0.332		
Resilience	0.124	0.047	0.146	0.107	

The discriminant validity of the constructs in the study was determined by the Heterotrait-Monotrait (HTM) ratio, which is a measure for establishing that the constructs are distinct from one another. As per Wong (2011), the HTMT ratio must be less than 0.85 to demonstrate discriminant validity and avoid multicollinearity. The results in Table 2 show that all HTMT values between constructs are considerably below the 0.85 threshold, confirming the distinctness of the variable tested. The HTMT ratio between Job Dissatisfaction and other variables ranges from 0.074 for Organizational Forgiveness to 0.124 for Psychological well-being and resilience, demonstrating connections and confirming Job Dissatisfaction's independence from these constructs. Knowledge Sharing has a ratio of 0.169 with Job dissatisfaction and 0.277 with Organizational Forgiveness, indicating sufficient discriminant validity. The most significant link is found between Knowledge Sharing and Psychological well-being with an HTMT ratio of 0.803, which, while more significant than others, does not exceed the 0.85 threshold, demonstrating distinctness. Organisational forgiveness and resilience are likewise different, with HTMT ratios of 0.146 and 0.107, respectively, compared to other components.

Table 3: Path Coefficient

	Coefficient	T statistics	P values
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Organisation Forgiveness -> Job Dissatisfaction	-0.0292	0.3108	0.7560
Organisation forgiveness -> Knowledge Sharing	0.0300	0.5596	0.5757
Organisation Forgiveness -> Psychological Well-being	0.2662	3.6637	0.0003
Psychological Well-being -> Job Dissatisfaction	-0.0843	0.9946	0.3200
Psychological Well-being -> Knowledge Sharing	0.7906	22.1412	0.0000
Resilience -> Job Dissatisfaction	-0.1035	1.1188	0.2633
Resilience -> Knowledge Sharing	-0.0443	1.0034	0.3157
Resilience -> Psychological Well-being	0.0624	0.8941	0.3713

Once the study had been confirmed and its reproducibility proved, the researcher looked into bootstrapping to assess and explore how resilience and forgiveness, as organisation strategies, can enhance psychological well-being among overloaded employees, thereby reducing dissatisfaction and sustaining knowledge-sharing efforts. According to Avkiran and Ringle (2018), bootstrapping is a strategy that may be used to assess the impact of variable pathways. The relationship between Organizational Forgiveness and Job Dissatisfaction has a negative coefficient of -0.0292, indicating a modest inverse relationship. However, it is not statically significant ($p=0.7560$), suggesting that Organizational Forgiveness has no significant impact on Job Dissatisfaction. Organisational Forgiveness and Knowledge Sharing have a positive but weak coefficient of 0.0300 with a p-value of 0.5757, indicating no statistically significant impact. The coefficient between organisational forgiveness and psychological well-being is 0.2662, with a p-value of 0.0003, implying that organisational forgiveness has a positive and statistically significant influence on improving employees' psychological well-being.

Psychological Well-being has a negative coefficient of -0.0843. However, this is not statistically significant ($p = 0.3200$), implying that it does not significantly reduce Job Dissatisfaction. Psychological Well-being has a considerable positive effect on knowledge sharing, as evidenced by a high coefficient of 0.7906 and a significant p-value of 0.000, indicating that improved psychological well-being considerably promotes knowledge behaviour efforts. Resilience's impact on Job Dissatisfaction is negative with a coefficient -0.1035, showing that stronger resilience reduces Job Dissatisfaction, but the relationship is not statistically significant ($p = 0.2633$). The coefficient for Resilience and Knowledge Sharing is -0.443 with a p-value of 0.3157, indicating no significant influence. The association between Resilience and Psychological well-being has a positive coefficient of 0.0624. However, the p-value of 0.3713 suggests no statistical significance.

Table 4: Indirect Effect

	Coefficient	T statistics	P values
Organisation Forgiveness -> Job Dissatisfaction	-0.02244	0.96622	0.33398
Organisation forgiveness -> Knowledge Sharing	0.21047	3.45897	0.00055
Resilience -> Job Dissatisfaction	-0.00526	0.50580	0.61302
Resilience -> Knowledge Sharing	0.04935	0.89979	0.36828

The connection between Organizational Forgiveness and Job Dissatisfaction has a negative coefficient of 0.0292, indicating a modest inverse relationship, but it is not statistically significant ($p = 0.7560$). It shows that organisational forgiveness does not have a substantial impact on job dissatisfaction. Organisational Forgiveness and Knowledge sharing have a positive but weak coefficient of 0.0300 with a p-value of 0.5757, indicating no statistically significant impact. Existing research supports this conclusion, indicating that a forgiving organisational culture generates a supportive atmosphere, increases psychological safety and trust, and encourages knowledge-sharing behaviours and efforts among employees (Guchait et al. 2019). The indirect effect of Resilience on Job Dissatisfaction is small and statistically negligible, with a coefficient of -0.00526 and a p-value of 0.61302. The finding proved to be consistent with the study by Alshebami (2021), as resiliency may protect against stress. However, its indirect influence on job discontent is insufficient to create a meaningful change in employees' behaviours. The indirect effect of Resilience on Knowledge Sharing is not statistically significant, with a coefficient of 0.04935 and a p-value of 0.36828, implying that, while resilience may help employees deal with adversities, it does not always transfer into better knowledge-sharing efforts.

Table 5: Specific Indirect

	Coefficient	T statistics	P values
Resilience -> Psychological Well-being -> Job Dissatisfaction	-0.0053	0.5058	0.6130
Resilience -> Psychological Well-being -> Knowledge Sharing	0.0494	0.8998	0.3683
Organisation Forgiveness -> Psychological Well-being -> Job Dissatisfaction	-0.0224	0.9662	0.3340
Organisation Forgiveness -> Psychological Well-being -> Knowledge Sharing	0.2105	3.4590	0.0005

Table 5 shows an Analysis of specific indirect effects that investigates the meditating influence of Psychological Well-being between Resilience and Organisational Forgiveness on the outcomes of Job Dissatisfaction and Knowledge Sharing. The data shows varied impacts, with Psychological Well-being serving as a critical mediator. For the path Resilience, Psychological Well-being, Job unhappiness, the coefficient is -0.00053 with a p-value of 0.6130, indicating that while resilience improves psychological well-being, it does not significantly lower job unhappiness. This finding is consistent with prior research, which found that resilience essentially helps people manage stress rather than eliminate it (Smith et al., 2008). As a result, while resilient employees may preserve psychological well-being, this does not always translate into lower discontent, which could be related to external employment variables other than personal resilience.

Similarly, the path Resilience, Psychological Well-being, Knowledge Sharing has a coefficient of 0.0494 and a p-value of 0.3638, indicating that while resilience can improve Psychological Well-being, it does not significantly boost knowledge-sharing behaviours. This funding shows that organisational culture and trust may be more critical in encouraging information sharing than personal characteristics such as Resilience (Carmela et al., 2009). Thus, resilience and psychological wellness are insufficient to drive employees to share information widely.

On the other side, the path of Organisational Forgiveness, Psychological Well-being, and Job Dissatisfaction has a negative coefficient of 0.0224 and a p-value of 0.3340. This shows

that while organisational forgiveness can improve psychological well-being, it does not significantly reduce work unhappiness via this pathway. The findings indicate that forgiveness may not effectively improve unhappiness if the underlying job-related concerns continue, implying that further direct treatments may be required to resolve dissatisfaction. A key outcome is a path of Organisational Forgiveness, Psychological Well-being, and Knowledge Sharing, which has a coefficient of 0.2105 and a highly significant p-value of 0.0005. This implies a solid positive indirect effect, suggesting that improved psychological well-being as a result of a forgiving organisational environment significantly increases knowledge sharing.

Table 6: Predictive Relevance and Quality Assessment

	R-square	R-square adjusted
Job Dissatisfaction	0.0224	0.0105
Knowledge Sharing	0.6338	0.6293
Psychological Well-being	0.0790	0.0715

Additionally, the predicted relevance and quality model determination are presented in Table 4. In order to evaluate the quality of the model, the researcher utilised and adjusted the R-squared. The R-Square value for Knowledge Sharing is 63.8%, which is .6338. This suggests that variations in Psychological Well-being are responsible for explaining 63.8% of the variability in Psychological Well-being. According to the adjusted R-square value, there was a shift in degrees of freedom, which was 7.9%. The R-square value for financial resilience resilience, on the other hand, is 62.93%, or 0.6293. When it comes to Knowledge Sharing, Psychological Well-being accounts for 62.93% of the variation. Nevertheless, the degrees of freedom adjustment are a reflection of the adjusted r-squared value of 62.93%.

Table 7: Multicollinearity

Variables	VIF
Organisation Forgiveness -> Job Dissatisfaction	1.0933
Organisation Forgiveness -> Knowledge Sharing	1.0933
Organisation Forgiveness -> Psychological Wellbeing	1.0163
Psychological Wellbeing -> Job Dissatisfaction	1.0858
Psychological Wellbeing -> Knowledge Sharing	1.0858
Resilience -> Job Dissatisfaction	1.0206
Resilience -> Knowledge Sharing	1.0206
Resilience -> Psychological Wellbeing	1.0163

Table 7 shows Variance Inflation Factor (VIF) values for the variables, a VIF values all variables vary from 1.0163 to 1.0933, which is significantly lower than the consensus criteria of 10. It shows that the models' predictor variables are not multicollinearity. Low VIF indicate no significant connection between independent variables ensuring the reliability of the regression analysis.

Table 8: F-Statistics

Variables	Job Dissatisfaction	Knowledge Sharing	Organisation Forgiveness	Psychological Wellbeing

Job Dissatisfaction			
Knowledge Sharing			
Organisational Forgiveness	0.0008	0.0022	0.0757
Psychological Wellbeing	0.0067	1.5720	
Resilience	0.0107	0.0052	0.0042

In a structural model, eliminating an exogenous variable may affect the dependent variable. Cohen (1998) defined F-square the change in R square caused by removing an exogenous variable from the model. Organizational Forgiveness has a small effect on job dissatisfaction ($f^2 = 0.0008$ and knowledge-sharing ($f^2 = 0.0022$), but has a moderate impact on psychological well-being ($f^2 = 0.0757$). Psychological well-being has a moderate effect on job dissatisfaction ($f = 0.0067$) but a considerable impact on knowledge sharing ($f = 1.5720$). Psychological well-being and organizational forgiveness have a considerable impact on knowledge and psychological well-being.

Based on the results, the following is a table of hypotheses,

Hypothesis	Path	Status
H1: Organisational Forgiveness negatively affects Job Dissatisfaction	Organisational forgiveness -> Job Dissatisfaction	Rejected
H2: Organisational Forgiveness positively affects Knowledge Sharing	Organisational forgiveness -> Knowledge Sharing	Rejected
H3: Organisational Forgiveness positively affects Psychological Well-being	Organisational forgiveness -> Psychological Well-being	Accepted
H4: Psychological Well-being negatively affects Job Dissatisfaction	Psychological Well-being -> Job Dissatisfaction	Rejected
H5: Psychological Well-being Positively Affects Knowledge Sharing	Psychological Well-being -> Knowledge Sharing	Accepted
H6: Resilience negatively affects Job Dissatisfaction	Resilience -> Job Dissatisfaction	Rejected
H7: Resilience positively affects Knowledge Sharing	Resilience -> Knowledge Sharing	Rejected
H8: Resilience positively affects Psychological Well-being	Resilience -> Psychological Well-being	Rejected
H9: Psychological Well-being mediates the relationship between Organizational Forgiveness and Job Dissatisfaction	Org. forgiveness forgiveness -> Psych. Well-being -> Job Dissatisfaction	Rejected
H10: Psychological Well-being mediates the relationship between Organizational Forgiveness and Knowledge Sharing	Org. forgiveness forgiveness -> Psych. Well-being -> Knowledge Sharing	Accepted

Discussion

This work contributes to the field by investigating job dissatisfaction, employee overload, and knowledge sharing. The goal is to shed light on this connection and determine the mediating

role of psychological well-being. According to Sharifad (2016) and Takhsha et al. (2020), disrespectful employees may act as a barrier to the exchange of information for knowledge. According to Montani and Dagenais-Desmarais (2018), excessive job expectations may discourage employees from completing extra-role responsibilities. The study integrates two distinct lines of research by investigating how perceptions of severe workloads may impede efforts to share knowledge, as well as the conditions under which this is most likely to occur. According to the COR theory, job dissatisfaction can lead to a decrease in the process of information sharing as a reaction to an excessive quantity of work that depletes resources. However, the resources of resilience and organisational forgiveness serve to mitigate the effects of this occurrence. Empirical data support this conceptual anticipation. The study provided insights into the relationship that exists between modern workplaces and organisational forgiveness, resilience, psychological well-being, job dissatisfaction and knowledge-sharing. The analysis revealed that the model was validated, providing that the components were adequately stated and the results were credible. A previous study found that organisational forgiveness had a favourable impact on psychological well-being, implying that a more forgiving workplace is better for mental well-being. According to Guchait et al. (2019), a supportive environment promotes psychological safety and trust, both of which are essential for information transmission due to their importance.

On the other hand, organisational forgiveness had no impact on job dissatisfaction and knowledge sharing. Since there are no severe immediate effects, organisational forgiveness may not be adequate to minimise job dissatisfaction and stimulate knowledge sharing. It is critical to maintain a good psychological state. The strong indirect influence that organisational forgiveness has on knowledge sharing through psychological functioning emphasises the importance of mental health in the process of knowledge sharing. However, enhanced personal resilience can help individuals manage stress and improve their mental health. It has no direct impact on job satisfaction or proactive knowledge-sharing techniques.

Moreover, resilience did not significantly reduce job dissatisfaction despite improving psychological well-being. More resilient employees may be better equipped to handle stress, although external employment issues can still create discontent. To combat discontent, direct workplace interventions are essential. The study also highlighted the complex role that psychological well-being plays as a mediator. Employees who improved their psychological well-being had a significant increase in knowledge-sharing behaviour, demonstrating that healthier employees are more likely to share information. Numerous searches (Sang et al., 2019; De Clercq and Pereira, 2020) have shown that psychological well-being is an essential component of organisational behaviour and performance. Belinda and Christian, (2023) Kim Quy et al., (2023) Zhai et al., (2023), De Clercq and Pereira, (2019) and Caniëls and Baaten, (2019) showed that, Resilience among employees has the potential to improve performance in a variety of domains, such as goal advancement, service recovery, creativity, and proactive initiatives. Guchait et al. (2016) suggested that their perspectives on organisational forgiveness may have a negative impact on job satisfaction and employee retention. In addition to this, Salvador (2020) advises that their organisation might reduce the severity of the consequences of ethical misbehaviour judgements.

The study also provides additional insights into the indirect tasks that these two assets perform, which are equally significant. When employees are dissatisfied with their jobs, it makes it more difficult for them to share knowledge in response to severe work demand; however, resilience and forgiveness help to alleviate this problem. According to Luthans et al. (2010), leaders can improve their employees' resilience by investing in specialised training. According to Fehr and Gelfand (2020) study, leaders should build a culture of tolerance for mistakes, particularly those produced by high expectations, to avoid pressure-induced sluggishness. Overworked employees are more likely to share knowledge

when they have access to essential resources, whether they own them or are part of the business culture. This holds whether they possess the resources or not.

Conclusion

Resilience and organisational forgiveness are critical for decreasing employee dissatisfaction and maintaining knowledge sharing, particularly during periods of employee overload. Organisations can increase performance by encouraging psychological well-being and reducing the negative impacts of high workloads of employees. The study concluded that resilience and organisational forgiveness boost employees' psychological well-being, hence mediating relations, resilience, and sensitive knowledge sharing. It highlighted the significance of a pleasant and forgiving working environment in maintaining employee engagement and knowledge-sharing efforts during difficult circumstances. Employees may choose to keep their relevant abilities private from their colleagues if they believe their business does not provide satisfying employment experiences. This is due to the significant work limits they confront. It also shows how employees might mitigate the effects of this unfavourable dynamic by relying on leaders who are willing to forgive them or on their resilience.

This study's conclusions have implications for organisational conduct. The study did not look into why employees were concerned about excessive workloads. However, employers should be mindful of the potential negative consequences when employees perceive their job deadlines as unattainable and their stress levels as unbearable. Reduced knowledge sharing may make it easier for teams and employees to overcome work difficulties (Luqman et al., 2023). Workers with high workloads should be warned that skipping beneficial knowledge-sharing activities could lead to tragedy. Leaders may foster an environment in which employees feel comfortable sharing their knowledge and ideas for solutions, as well as venting about their heavy burden. The study considered two key variables, including resilience and organisational forgiveness. According to the study's findings, having personal and contextual resources reduces individuals' fear of failure when faced with job challenges.

Further research may examine employee and organisational resources. Employees who practise mindfulness or have a positive impression of their fit with their business may experience more job satisfaction and complacency related to their competence than they would otherwise. Comparing resilience and organisational forgiveness to other buffers would be helpful, too. However, it would also be valuable to investigate the incremental roles that various buffers play in easing the challenges associated with job overload. Furthermore, the study recommends that employees be assisted in comprehending the risk of responding to excessive work demands by failing to share knowledge. Employees with access to contextual or personal resources may be able to avoid a vicious cycle in which they oppose constructive knowledge-sharing initiatives due to their negative attitudes towards their workplace and self-destructive beliefs about the amount of work they must do. This dysfunctional process could be avoided if the company made a concerted effort to acquire resilient employees.

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Appendices

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Job dissatisfaction (De Clercq, and Pereira, 2024).					
The ways that my organisation operates make me consider my job to be very unpleasant.					
The ways that my organisation operates make me feel satisfied with my present job.					
The ways that my organisation operates make me enthusiastic about my work.					
Knowledge-sharing efforts (Masood et al., 2023; De Clercq and Pereira, 2024)					
I engage in extensive knowledge sharing with my organisational colleagues.					
I regularly communicate with my organisational colleagues.					
I make an effort to share knowledge with my colleagues.					
I answered all their questions immediately whenever my colleagues asked.					
Resilience (Luthans, Youssef, and Avolio, 2007).					
When I have a setback at work, I have little trouble recovering from it.					
I can handle many things at a time at this job.					
I am able to stay calm and focused under pressure at work.					
I can adapt quickly to changes or unexpected challenges in my job					
Organisational forgiveness (Guchait et al. 2016).					
Organisational leaders are forgiving of people's errors, mistakes, and offences					

Organisational leaders do not hold grudges.					
Organisational leaders encourage learning from mistakes rather than punishing them.					
Psychological well-being (Seifert, 2005).					
I am in control of my life and can effectively manage daily responsibilities at work and home.					
I have a clear sense of purpose and direction in life that guides my actions and decisions.					
I am open to new experiences and see them as opportunities for personal growth and development.					
I have positive and trusting relationships with my colleagues and feel supported by them.					
I am comfortable with myself and accept both my strengths and weaknesses.					