

20 - 22 March 2026

Lisbon , Portugal

From Knowledge Sharing to Performance: A Multi-Level Analysis

Susan Zeidan

Zayed University, the United Arab Emirates

Abstract

This study examines the effects of knowledge sharing at both organizational and individual levels on organizational and employee performance. Drawing on data collected from organizations across multiple industries; the research explores how knowledge-sharing practices translate into key performance outcomes. The findings indicate that knowledge sharing at the organizational level has a direct and significant positive effect on organizational performance, while knowledge sharing at the individual level influences performance indirectly through organizational resilience. Specifically, organizational resilience emerges as a key mediating mechanism linking knowledge sharing to performance outcomes. In addition, organizational resource capability is found to partially moderate the relationship between knowledge sharing and individual performance. By adopting a multi-level perspective, this study extends existing knowledge-sharing literature and provides new insights into how knowledge sharing operates across levels to shape organizational resilience and performance.

Keywords: Knowledge Sharing; Resilience; Performance