

Mechanisms of the Impact of Enterprise Digital Transformation on Knowledge Sharing Behavior of Employees

Yu Zhang¹, Senmao Zhao^{2,*}

¹College of Applied Arts and Science, Beijing Union University, Beijing, China

²Management College, Beijing Union University, Beijing, China

*Corresponding Author.

Abstract: Digital transformation is necessary for enterprises in the age of digital intelligence, and exploring the impact of enterprise digital transformation on individual employees is of utmost importance. Based on the social cognitive theory, employees' digital skills are introduced as a mediating variable and team mindfulness is introduced as a moderating variable to explore the mechanism of enterprise digital transformation on employees' knowledge sharing behavior, and the hypotheses are confirmed by empirical testing through 552 valid questionnaires and a two-stage survey across time points in 52 Beijing, Shanghai, and Guangzhou, China. The purpose of this paper is to reveal the impact of enterprise digital transformation on employees' knowledge sharing behaviors, to enrich research on enterprise digital transformation at the individual employee level, and to contribute to a deeper understanding of how enterprise digital transformation affects employees' personal growth and knowledge management.

Keywords: Digital Transformation; Digital Skills; Team Mindfulness; Knowledge Sharing Behavior

1. Introduction

In the knowledge-based economy, the development of all kinds of organizations is inseparable from the participation of excellent talents. Excellent human resources cannot do without human capital investment from society and enterprises. Human capital investment will gradually be internalized into intangible assets owned by individuals, namely knowledge capital [1]. In the dynamic environment of economic competition, knowledge capital is the most important strategic resource for

enterprises, which can bring sustainable competitive advantages to enterprises. The creation, sharing, and utilization of knowledge are considered to be the main influencing factors promoting enterprise success. In order to maintain human capital in the long term, enterprises will promote knowledge sharing by means of information technology, transform individual-level knowledge sharing into organizational-level knowledge sharing, and thus form long-term organizational knowledge capital. Therefore, how to motivate and cultivate employees to engage in knowledge sharing is particularly important.

In an era marked by the swift progression of digital innovations and accompanying technological advances, societal dynamics are increasingly characterized by instability, unpredicted shifts, multi-layered intricacies, and a lack of clarity. Traditional business models have been severely impacted. Enterprises increasingly need to continuously integrate digital technology (such as big data, AIGC, etc.) into their business models, products or services, operational processes, management methods, etc., i.e., undergo digital transformation, to ensure their competitive advantage and adapt to the trend of the times. The development environment of enterprises will also be reshaped during the process of digital transformation. Specifically, digital transformation not only brings changes and upgrades in digital technology for enterprises, improving the efficiency and innovative ability of business processes, but also promotes deeper-level organizational cultural, organizational structural, and work style changes, and prompts employees to change their own roles and behaviors [2]. With the digital transformation of enterprises, more new technologies are introduced, business models are changed, and employees need to actively adapt and learn new digital technologies,

adjust their work methods and thinking patterns, demonstrate stronger adaptability, learning ability, and willingness to share knowledge, in order to adapt to the impact brought about by digital transformation. Employees' knowledge-sharing behavior plays a critical role in the process of enterprise digital transformation. Knowledge sharing not only promotes the effective transmission and utilization of knowledge but also stimulates innovation and improves team collaboration efficiency. However, most scholars currently focus on the impact of organizational factors on employees' knowledge sharing behavior. These studies provide a theoretical foundation for research on employees' knowledge sharing behavior, but there is a relative lack of cross-level research on the triggering factors based on enterprise digital transformation.

In the context of digital transformation, employees' digital skills and team mindfulness have become critical factors influencing knowledge sharing behavior. The level of employees' digital skills determines the success of the enterprise's digital transformation and whether the enterprise's competitiveness can be maintained or even improved [3]. It is also a necessary means for employees to achieve personal career development in the era of the digital economy. Within the framework of social cognitive theory, employees learn how to effectively enhance their personal digital skills by observing and imitating the process of integrating digital technology with organizational business that they see within the organization. This learning process is influenced by self-efficacy, which is the employees' confidence in their ability to successfully enhance their digital skills, thereby promoting knowledge sharing among employees. Additionally, in the context of enterprise digital transformation, team mindfulness can promote employees' knowledge sharing behavior by enabling intense focus on team tasks, reducing emotional burdens, and creating an open, inclusive, and non-judgmental culture and environment that encourages knowledge sharing. In essence, the team mindfulness significantly influences the interplay between the organization's digital evolution and the collaborative exchange of insights among its workforces.

Consequently, delving into how the enterprise digital transformation influences the way staff share their expertise is pivotal for companies to more adeptly harness and apply the intellectual capital of their workforce. This, in turn, can lead to a marked improvement in the corporation's overall proficiency and its ability to outpace rivals in the marketplace. Drawing insights from the theoretical framework of social cognition, this study posits the employees' digital skills as a conduit through which the effects are channeled, and the team mindfulness as a factor that adjusts the strength of this influence. By devising a model that interweaves these elements, the research uncovers the underlying dynamics and contextual limits within which the digital shift of a company shapes the informational exchanges among its employees.

2. Theoretical Basis and Hypotheses

2.1 Enterprise Digital Transformation and Employee Knowledge Sharing

Digital technology has had a significant impact on today's competitive business environment, and enterprises need to constantly adapt to changing external environments to maintain their competitiveness. Digital transformation is the process of integrating various new digital technologies with the aim of achieving sustainable competitive advantages in areas such as business models, customer experiences, operations, and processes. This transformation significantly alters the ways in which enterprises and consumers interact with each other and how enterprises create knowledge [4]. Regarding enterprise digital transformation, existing research mostly focuses on the discussion of its digital technology, while some scholars have begun to broaden the research perspective, examining the impact of digital transformation on enterprise innovation performance, human resource demand planning, employee responses, and employee behaviors from more diverse angles.

During the process of digital transformation, enterprises need to convert more knowledge into productivity to achieve rapid innovation and business growth. Knowledge sharing is one of the key sources of core competitiveness for enterprises in the digital economy era and serves as an important link between enterprises and employees [5]. Previous studies have

mostly explored the influencing factors of knowledge sharing from an internal organizational perspective and the exploration of individual employee characteristics on their knowledge sharing behavior, while neglecting the impact of the external environment on employees' knowledge sharing behavior.

With the advancement of digital transformation, enterprises integrate various new digital technologies, providing employees with convenient communication tools and platforms such as unified knowledge portals, employee portals integrated with AI technology, and knowledge base management systems. According to social cognitive theory [6], when influenced and stimulated by the external environment, individuals will reconstruct their self-cognition and exhibit corresponding behaviors to adapt to environmental changes. The establishment of these tools and platforms not only effectively enhances the enterprise's knowledge integration capabilities but also prompts employees to reconstruct their self-cognition, adapting to the digital transformation trend. Additionally, digital transformation offers a platform for employees to easily share experiences and knowledge, with the ability to update content in real-time, reducing communication costs and directly promoting employees' knowledge sharing behavior, ensuring the timeliness and accuracy of the enterprise's knowledge base. Lastly, digital transformation enhances team collaboration, improves work efficiency, and elevates the quality of internal communication, reducing employees' mental and work-related burdens, creating more opportunities for knowledge sharing, and enabling employees to quickly respond to market changes and customer demands, promoting the continuous occurrence of knowledge sharing behavior and achieving full knowledge sharing within the enterprise. Based on the analysis above, the following hypothesis is proposed:

H1: Enterprise digital transformation has a positive impact on employees' knowledge sharing behavior.

2.2 Mediating Role of Employees' Digital Skills

Employees' digital skills refer to an individual's ability to effectively use technology, software, tools, and platforms in a

digital environment, which is the capability of enterprise employees to utilize digital technology for digital labor [7]. In the digital economy era based on new-generation information technology, traditional industries must rely on digital technology to drive innovative development, and the integration of traditional job positions with digital technology has become an irreversible trend. The level of employees' digital skills determines the success of the enterprise's digital transformation, the maintenance or enhancement of its competitiveness, and is also a necessary means for employees to achieve personal career development in the digital economy era.

Firstly, according to social cognitive theory, human development is determined by the interaction of environmental factors, personal abilities, and individual behaviors. The digital transformation of enterprises (environmental factors) promotes the deep integration of digital technology with their own production and business activities, creating more new positions requiring high digital skills, providing new development opportunities for employees with high digital skills (personal abilities), and enhancing their self-efficacy, which in turn promotes the formation of a knowledge value spiral and provides the necessary preconditions for promoting employees' knowledge sharing behavior (individual behavior). Secondly, the digital transformation of enterprises reduces the demand for low-skilled positions, forcing employees with low digital skills to actively learn new digital skills to improve their personal abilities and qualities, which also increases their knowledge sharing behavior. Lastly, the digital transformation of enterprises provides employees with better knowledge platforms, enabling knowledge sharing among individuals with a certain level of digital skills, which improves their work-related capabilities and proactively engages them in knowledge sharing. Based on this analysis, the following hypothesis is proposed:

H2: The digital transformation of enterprises positively promotes employees' knowledge sharing behavior through the mediating role of employees' digital skills.

2.3 Moderating Role of Team Mindfulness

Team mindfulness refers to a shared belief

among team members, which is the awareness and focus of team members on the current task and situation, as well as the experiential and non-judgmental processing of information about the team's experiences. Team mindfulness not only enables team members to focus on goals, tasks, roles, and structures but also allows them to treat each other with greater openness, inclusivity, and acceptance during their interactions [8]. It includes two core elements: first, the team's sustained focus on the present, which is the continuous concentration on what is happening within the team at the moment; second, the non-judgmental processing of experiences within the team, which involves observing the current facts with openness, inclusivity, and without judgment, avoiding the use of subjective biases to evaluate things, thus preventing subjective fact bias. As a team attribute, team mindfulness can adjust the psychological and behavioral performance of team members.

Firstly, high team mindfulness implies that team members are more focused and aware of the current tasks and goals, which is crucial for effectively utilizing digital skills to complete team tasks efficiently. According to social cognitive theory, individuals learn through observing others' behaviors. Team members with certain digital skills can enhance their own mindfulness levels by observing and learning from colleagues or leaders with high mindfulness, increasing the likelihood of proactively providing help and enhancing trust and collaboration, thus increasing their willingness to share knowledge. Secondly, teams with high mindfulness led employees to expect positive outcomes from knowledge sharing activities, enhancing their self-efficacy and confidence in facing digital skills improvement challenges. This environment is conducive to enabling employees with low digital skills to acquire necessary skills and for those with high digital skills to further enhance their abilities. Moreover, the open, inclusive, and non-judgmental attitudes exhibited by team members with high mindfulness can alleviate the psychological burden and emotional stress experienced by employees during the knowledge sharing process. This positive environment helps to overcome barriers to knowledge sharing, enhances the psychological safety of team members, and makes it more likely for members to help each

other and overcome difficulties together, thus providing a favorable context for the emergence of knowledge sharing behavior. Based on this analysis, the following hypothesis is proposed:

H3: Team mindfulness moderates the relationship between employees' digital skills and their knowledge sharing behavior.

During the digital transformation of an enterprise, the introduction of new technologies and changes in work processes can cause uncertainty and anxiety among team members. According to social cognitive theory, individual behavior is influenced by the environment in which they are situated, with positive environments conducive to positive outcomes and negative environments potentially leading to more negative behavioral outcomes. In the context of enterprise digital transformation, when team leaders or key members demonstrate high levels of mindful behavior, focusing their attention on the critical experiences of the transformation process, concentrating on achieving the goals of digital transformation, enhancing their own digital skills to work efficiently, and not being distracted by external factors or personal anxiety, other team members may imitate this behavior. This behavior, in addition to reducing personal and team anxiety, increases the level of team mindfulness, helping to create a safe atmosphere and enhancing the psychological safety of team members, which in turn contributes to increasing employees' willingness to share knowledge. Moreover, enterprise digital transformation often requires cross-departmental and cross-functional collaboration, and differences among team members may lead to conflicts and misunderstandings. In such situations, team members with high team mindfulness and certain digital skills will approach these differences with greater openness, inclusivity, and non-judgment, utilizing their digital skills to manage these differences effectively, reducing interpersonal conflicts, and thus promoting collaboration and knowledge sharing among team members. Based on the above analysis, the following hypothesis is proposed:

H4: Team mindfulness moderates the relationship between enterprise digital transformation and employees' knowledge sharing behavior through the mediating role of

employees' digital skills.

In summary, we propose a regulated mediation model, as shown in Figure 1:

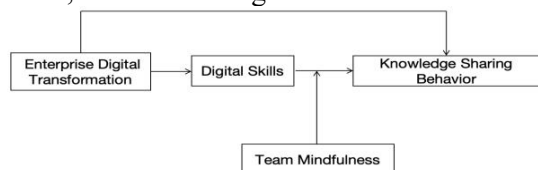


Figure 1. Theoretical Model

3. Research Design

3.1 Sample

To achieve the research objectives, a questionnaire survey method was employed. The target population consisted of employees from small and medium-sized enterprises undergoing digital transformation. A stratified random sampling method was used to ensure representativeness across different industries and company sizes. To minimize common method bias, this study followed the recommendations of Podsakoff et al. [9] by distributing the questionnaire through email and an online survey platform. Data collection was conducted in two waves, with an interval of one month between them. In the first round, 600 questionnaires were distributed, including demographic information, enterprise digital transformation, and employee digital skills items. A total of 552 valid questionnaires (an effective response rate of 92%) were received from 52 enterprises. One month later, a second round of questionnaires was administered to the initial 552 respondents, including items on team mindfulness and employee knowledge sharing behavior. Ultimately, 524 valid questionnaires (87.33%) were received. To enhance participant engagement and control the quality of questionnaire completion, a monetary incentive was provided.

The surveyed enterprises were primarily located in major Chinese cities such as Beijing, Shanghai, and Guangzhou. The demographic characteristics of the respondents were as follows: 37.40% were female, while 62.60% were male. In terms of age, 4.20% were 22 years old or younger, 35.69% were between 23 and 30 years old, 38.36% were between 31 and 40 years old, 16.41% were between 41 and 50 years old, and 5.34% were 50 years old or older. Educational background revealed that the majority of employees had a bachelor's degree (65.27%), while 34.73% had a master's

degree or higher.

3.2 Gauge

The scales used in this study are all mature scales widely recognized in both domestic and international research. To ensure the local applicability of the scales, the English versions of the scales were translated into Chinese and then back into English to confirm the consistency of the items. Additionally, experts were invited to evaluate the rigor and appropriateness of the questionnaires. All scales were scored on a 5-point Likert scale, with 1 indicating "strongly disagree" and 5 indicating "strongly agree".

Enterprise Digital Transformation: This scale was adapted from Vial's scale [10], which includes two dimensions: technical infrastructure and utilization of digital technologies. It consists of 6 items, such as "My team often discusses and promotes digital-related projects" and "I can use digital technologies (e.g., big data, cloud computing, and social platforms) to support team communication". In this study, the Cronbach's α value for this measurement scale was 0.84.

Employees' Digital Skills: This scale was adapted from Prior et al. [11] and includes two dimensions: proficiency in using digital hardware and software technologies, and the ability to produce and create digital content using digital technologies. It consists of 4 items, such as "I can skillfully use mobile devices for work-related tasks" and "I can quickly master new software or technical tools that are introduced". In this study, the Cronbach's α value for this measurement scale was 0.91.

Team Mindfulness: This scale was adopted from Yu et al. [12] and includes two dimensions: present-centered attention and non-judgmental processing of experiences. It consists of 6 items, such as "My team focuses on what is happening currently" and "My team is aware of its thoughts and feelings but does not overly identify with them". In this study, the Cronbach's α value for this measurement scale was 0.87.

Employees' Knowledge Sharing Behavior: This scale was adapted from Yan et al. and consists of 5 items, such as "I am willing to actively share my professional knowledge with my colleagues" and "My team encourages knowledge sharing among employees". In this

study, the Cronbach's α value for this measurement scale was 0.89.

Control variables: Individual differences may affect an individual's perception of enterprise digital transformation. For instance, males and females may have different attitudes towards enterprise digital transformation. Age and educational background can also influence individuals' perceptions of digital transformation. Therefore, based on previous research, this study includes the respondents' gender, age, and education level as control variables. In this study, these control variables were considered to ensure a comprehensive understanding of the impact of enterprise digital transformation on employees' knowledge sharing behavior.

4. Data Analysis Results

4.1 Confirmatory Factor Analysis

The Amos 24 analysis software was utilized to conduct confirmatory factor analysis (CFA) to assess the fit of the proposed model. The results, as presented in Table 1, indicate that the four-factor model (enterprise digital transformation, employees' digital skills, team mindfulness, and employees' knowledge sharing behavior) exhibits better fit ($\chi^2 = 186.18$, $\chi^2/df = 2.14$, GFI = 0.92, CFI = 0.91, RMSEA = 0.03, TLI = 0.92, IFI = 0.93) compared to alternative models. This suggests that the original model design has good discriminant validity.

4.2 Common Method Bias

Common method bias (CMB) refers to the covariance between measurement variables that arises from data collection processes, such as the same respondents and identical administration conditions. To mitigate the impact of CMB on the research results, this study took the following measures: firstly, data was collected at different time points to strictly control the research process; secondly, the Harman single-factor test was employed statistically to examine this issue. The results of the Harman single-factor test indicated that there were 4 factors with eigenvalues greater than 1, and the unrotated largest factor explained 28.16% of the variance (less than 40%). This suggests that the influence of CMB on this study is relatively small.

4.3 Descriptive Statistical Analysis

Table 2 displays the mean, standard deviation and correlation coefficient of each variable. The analysis shows that: enterprise digital transformation is significantly and positively correlated with employees' knowledge sharing behavior ($r=0.28$, $p<0.01$); enterprise digital transformation is significantly and positively correlated with employees' digital skills ($r=0.36$, $p<0.01$); and employees' digital skills are significantly and positively correlated with employees' knowledge sharing behavior ($r=0.31$, $p<0.01$), and this result is in line with the hypotheses of the previous studies that were expectations.

4.4 Hypothesis Testing

First, the four variables of enterprise digital transformation, employees' digital skills, team mindfulness and employees' knowledge sharing behavior were standardized, and SPSS24 software was used to test hypotheses on main effects and mediating effects in four steps. With employees' knowledge sharing behavior as the dependent variable, the M1 model contains only control variables, and M2 and M3 add enterprise digital transformation and employees' digital skills on the basis of M1, respectively. The results are shown in Table 3, enterprise digital transformation has a significant positive effect on employees' knowledge sharing behavior ($\beta=0.38$, $p<0.01$), and hypothesis 1 is verified.

Employees' digital skills also have a positive effect on employees' knowledge sharing behavior ($\beta=0.43$, $p<0.01$, M3). According to model M7, enterprise digital transformation can significantly and positively influence the mediating variable employees' digital skills ($\beta=0.29$, $p<0.01$). At the same time, enterprise digital transformation and employees' digital skills are introduced into the model to construct M4. the results show that enterprise digital transformation significantly reduces the influence of employees' knowledge sharing behavior ($\beta=0.23$, $p<0.01$), indicating that employees' digital skills play a partially mediating role between enterprise digital transformation and employees' knowledge sharing behavior, and Hypothesis 2 is verified. In order to test the moderating effect, this study establishes the interaction term of the product of the standardized value of the mediator variable (employees' digital skills)

and the standardized value of the moderating variable (team mindfulness), and uses the SPSS24 stepwise regression method to test the moderating effect, and the specific results are shown in Table 3, the team mindfulness positively moderates the relationship between

the employees' digital skills and the employees' knowledge sharing behaviors ($\beta=0.33, p<0.01, M5$), i.e., the higher the team mindfulness, the more significant the effect of employees' digital skills on employees' knowledge sharing behavior. Hypothesis 3 was verified.

Table 1. Results of Validation Factor Analysis

Model	χ^2	df	χ^2/df	GFI	CFI	RMSEA	TLI	IFI
Four-factor model: EDT, DS, TM, KS	186.18	87	2.14	0.92	0.91	0.03	0.92	0.93
Three-factor model: EDT+TM, DS, KS	423.15	91	4.65	0.83	0.84	0.08	0.80	0.83
Two-factor model: EDT+DS, TM+KS	623.22	94	6.63	0.76	0.74	0.10	0.75	0.74
Single-factor model: EDT+DS+TM+KS	771.26	98	7.87	0.69	0.68	0.12	0.70	0.68

Note: * denotes $p<0.05$, ** denotes $p<0.01$, *** denotes $p<0.001$, EDT=enterprise digital transformation, DS=employee digital skills, TM=team mindfulness, and KS=knowledge sharing behavior of employees.

Table 2. Average Value, Standard Deviations and Correlation Coefficients

Variable	M	SD	1	2	3	4	5	6
1 Sex	0.87	0.43						
2 Age	32.63	5.01	0.02					
3 Educational backgrounds	0.85	0.36	0.08	0.01				
4 EDT	3.42	0.78	0.06	0.12	0.08			
5 DS	2.78	0.56	0.20	0.11	0.06	0.36**		
6 TM	2.90	0.67	0.11	0.09	0.11	0.27	0.33	
7 KS	3.67	0.37	0.08	0.10	0.13	0.28**	0.31**	0.26**

Note: ** $p<0.01$, EDT=enterprise digital transformation, DS=employee digital skills, TM=team mindfulness, KS=employees' knowledge sharing behavior.

Table 3. Results of Stepwise Regression Analysis

Variable	KS					DS		
	M1	M2	M3	M4	M5	M6	M7	
Control variables	Sex	0.01	0.03	0.04	0.02	0.03	0.03	0.01
	Age	0.03	0.12	0.06	0.07	0.10	0.10	0.04
	Educational background	0.10	0.08	0.11	0.10	0.08	0.07	0.08
Independent variables	EDT		0.38**		0.23**			0.29**
Intermediary variables	DS			0.43**	0.38**	0.22**		
Moderating variables	TM					0.31**		
Interactive items	DT×TM					0.33**		
R2		0.08	0.14	0.16	0.21	0.23	0.07	0.12
$\Delta R2$		-	0.06	0.08	0.13	0.15	-	0.05
F		3.56	5.87**	6.02**	10.76**	21.65**	3.47	4.98**

Note: ** $p<0.01$, EDT=enterprise digital transformation, DS=employee digital skills, TM=team mindfulness, and KS=knowledge sharing behavior of employees.

The mediated effects model with moderation was tested using the Bootstrap method with 5000 repetitions through the SPSS24 plug-in PROCESS program. The mediating effect of employees' digital skills at high and low levels of team mindfulness and at mean levels of team mindfulness was described using the mean of team mindfulness plus or minus one standard deviation as the basis for division. The confidence interval of minus one standard deviation (95% CI [-0.022,0.113]) contains 0, and the confidence interval of plus one

standard deviation (95% CI [0.035,0.187]) does not contain 0, indicating that the mediating role of employees' digital skills on employees' knowledge sharing behavior is stronger at high team mindfulness levels and weaker at low team mindfulness levels. In summary, hypothesis 4 is valid.

5. Research Results Discussion

5.1 Theoretical Contribution

Based on the social cognitive theory, this paper

selected employees' digital skills as the mediating variable and team mindfulness as the moderating variable, explored the mechanism of enterprise digital transformation on employees' knowledge sharing behavior, and empirically tested the model hypotheses. The theoretical contributions of this paper include the following three points:

First, the impact of enterprise digital transformation on employees' knowledge sharing behavior is explored at the micro level. Previous research on enterprise digital transformation has mostly focused on the organizational level, and less attention has been paid to the role of digital transformation on the knowledge sharing behavior of employees at the micro level. Moreover, previous research on employees' knowledge sharing behavior has mostly focused on the mechanistic study of the relationship between leadership factors, individual characteristics, etc., and the consideration of organizational contextual factors has also mostly taken into account factors such as job insecurity. This paper uses social cognitive theory to analyze the knowledge sharing behavior of individual employees in enterprise digital transformation, which not only extends the research on the outcome variables of digital transformation and deepens the breadth and depth of the research on digital transformation; it also enriches the research in the field of employees' knowledge sharing behavior and promotes the organic integration of digital transformation and employees' knowledge sharing behavior.

Second, the mediating effect of employees' digital skills between digital transformation and employees' knowledge sharing behavior was verified. While digital transformation brings new development opportunities for enterprises, it also provides a better learning platform for employees, which promotes the improvement of employees' digital skill level, thus stimulating the emergence of employees' knowledge sharing behavior. Therefore, based on the social cognitive theory, this paper introduces employees' digital skills as a mediating variable to explore the relationship between digital transformation, employees' digital skills, and employees' knowledge sharing behavior in a more complete way, which not only injects new theoretical elements into the study of digital transformation, but also helps to deepen the

understanding of the mediating role of employees' digital skills in the relationship between digital transformation and employees' knowledge sharing behavior, and provides a good basis for future exploration of the intrinsic action mechanism of enterprise digital transformation, a change event, on individual behavior provides a strong reference and support.

Finally, based on social cognitive theory, we not only clarify the boundary conditions of digital transformation affecting employees' knowledge sharing behavior, but also enrich the research on the mechanism of team mindfulness. On the one hand, few studies in the academic world have focused on the impact of digital transformation on employees' knowledge sharing behavior, and even fewer studies have examined its boundary conditions. In this paper, we select the moderating role of team mindfulness on the relationship between digital transformation and employees' knowledge sharing behavior and the mediating role of moderating, which clarifies the boundary conditions of the differentiated paths of digital transformation on employees' knowledge sharing behavior; on the other hand, previous research on team mindfulness by scholars seldom examined the possibility of team mindfulness to regulate the relationship between the enterprise change context and employees' work behavior.

5.2 Practical Significance

First of all, enterprises should actively promote the process of digital transformation. Enterprises should not only focus on the introduction of new digital technologies in the process of digital transformation, but also strengthen the integration of digital technologies with the business and other aspects of the enterprise, actively build a digital learning platform, and improve the level of employees' digital skills, so as to maximize the positive utility of digital transformation. At the same time, enterprises should strengthen the construction of digital infrastructure, provide easy-to-use knowledge sharing platforms and tools, lower the threshold of knowledge sharing among employees, and improve the efficiency and quality of knowledge sharing.

Second, focus on strengthening employees' digital skills. Enterprises also need to invest in

employees' digital skills training and establish better learning platforms for employees; use intranets, forums or knowledge management systems to provide employees with a convenient knowledge-sharing platform and, by enhancing employees' digital capabilities, enable them to participate more effectively in knowledge sharing and platform co-construction to further enhance their personal capabilities and literacy, thereby improving the organization's knowledge management efficiency and innovation ability of the organization.

Finally, the strengthening of team mindfulness. Enterprises should pay attention to the role of team mindfulness in the process of digital transformation, through the provision of necessary support and resources, strengthen the cultivation of employees' psychological capital, such as positive optimism, resilience, and clarity of purpose, and utilize mindfulness-based leadership to help team members manage the nervousness of coping with difficult situations, so that the team can positively face cognitive conflicts and persistently move towards the goal, thus enhancing the level of team mindfulness. Enhance employees' digital skills and willingness to share knowledge. In addition, enterprises should encourage the introduction of team mindfulness training to improve the overall level of team mindfulness, so that team members can focus on the tasks and ideas of the moment in the face of cognitive conflicts, and actively share knowledge, so as to better help enterprises carry out digital transformation quickly and effectively with high quality.

5.3 Expectations

This study provides theoretical insights and practical implications for digitally transforming enterprises to foster employees' knowledge sharing behavior. However, due to various subjective and objective constraints, some limitations exist, which future research can address:

First, while social cognitive theory offers a robust framework for understanding individual behavior, it may not fully encompass the complexity of digital transformation, especially with the rapid development of AI technology. The impact of such technological changes on organizational structures and

cultures has not been fully explored in this study.

Second, the cultural background of different organizations and regions may significantly influence their approach to digital transformation and employees' knowledge sharing behavior. Future research could consider the specific contexts of various types, sizes, and development stages of enterprises.

Last, this study primarily focuses on the mediating role of employees' digital skills in the relationship between digital transformation and knowledge sharing behavior from a social cognitive theory perspective. Future research could delve deeper into other potential mediating variables from various theoretical lenses to enrich the understanding of the mechanisms connecting digital transformation and knowledge sharing behavior.

6. Conclusions

With the advent of the digital era, enterprises are facing unprecedented opportunities and challenges. Digital transformation has become a keyway for enterprises to enhance competitiveness and achieve sustainable development. However, this transformation process does not happen overnight, and it involves profound changes in corporate strategy, organizational structure, culture, employee behavior, and other dimensions. Within the current landscape, the act of employees sharing knowledge holds significant value, as it is intrinsically linked to building an organization's knowledge base, boosting its capacity for innovation, and establishing a competitive edge. This research delves into how the digital evolution of businesses influences this knowledge sharing process, leveraging the framework of social cognitive theory. A model that incorporates moderation and mediation is proposed, with the employees' digital skills serving as a mediator, and the collective attentiveness of the team mindfulness as a moderator. This model provides an in-depth understanding of the drivers of employee behavior in the process of digital transformation and provides some strategic recommendations for enterprises to help them implement digital transformation more effectively and promote employee knowledge sharing behavior, with the aim of capturing a one-of-a-kind position in the cutthroat business arena and fostering an

ongoing, exemplary progression.

References

- [1] Saengpaew, K., Koowatthanasiri, K., Dhanesschaiyakupta, U., Nawrin, R., & Koonawoot, S. The Social Capital Potentiality of the Lao Vieng Ethnic Group at Wat Yai Lao (Wat Yai Thakhinaram) Community in Nakhon Nayok Province, Thailand. *St. Theresa Journal of Humanities and Social Sciences*, 2024, 10(1), 118-130.
- [2] Zhang, Y., & Wang, J. Research on influencing factors and path of digital transformation of manufacturing enterprises. *Kybernetes*, 2024, 53(2), 752-762.
- [3] Lopes, A. S., Sargento, A., & Farto, J. Training in Digital Skills—The Perspective of Workers in Public Sector. *Sustainability*, 2023, 15(13), 10577.
- [4] Mele, G., Capaldo, G., Secundo, G., & Corvello, V. Revisiting the idea of knowledge-based dynamic capabilities for digital transformation. *Journal of Knowledge Management*, 2024, 28(2), 532-563.
- [5] Dong, X., & Yu, Y. Knowledge Management in the Digital Economy Era: Challenges and Trends. *The Routledge Companion to Knowledge Management*, 2022, 115-127.
- [6] Schunk, D. H., & DiBenedetto, M. K. Motivation and social cognitive theory. *Contemporary educational psychology*, 2020, 60, 101832.
- [7] Lei, H., Tang, S., Zhao, Y., & Chen, S. Enterprise digitalization, employee digital literacy and R&D cooperation: the moderating role of organizational inertia. *Chinese Management Studies*, 2024, 18(2), 479-505.
- [8] Khan, J., Jaafar, M., Mubarak, N., & Khan, A. K. Employee mindfulness, innovative work behaviour, and IT project success: the role of inclusive leadership. *Information Technology and Management*, 2024, 25(2), 145-159.
- [9] Rahimi, S., Soheily, F., Zarei, H., & Rahimi, F. The Relationship Between Organizational Citizenship Behavior and Organizational Performance of Librarians. *Journal of Knowledge-Research Studies*, 2024, 2(4), 83-96.
- [10] Vial, G. Understanding digital transformation: A review and a research agenda. *Managing digital transformation*, 2021, 13-66.
- [11] Prior, D. D., Mazanov, J., Meacheam, D., Heaslip, G., & Hanson, J. Attitude, digital literacy and self-efficacy: Flow-on effects for online learning behavior. *The Internet and Higher Education*, 2016, 29, 91-97.
- [12] Yu, L., & Zellmer-Bruhn, M. Introducing team mindfulness and considering its safeguard role against conflict transformation and social undermining. *Academy of Management Journal*, 2018, 61(1), 324-347.