

ABSTRACT

Work engagement can provide numerous positive outcomes and competitive advantages. However, it is one of the most challenging tasks for any organization to keep its employees engaged in their work roles. The low level of work engagement rates has been noticed within every context globally. Previous studies have argued that there is a relationship between reverse mentoring and work engagement. However, there is ambiguity in identifying which practices will enhance the engagement. In response, drawing on the social exchange theory and job demand and resource theory of job demands and job resources of work engagement, the present study attempts to examine the effect of reverse mentoring on work engagement by explaining the mediating impact of knowledge sharing which comes as a result of reverse mentoring. Similarly, this study examines the moderating effects of self-efficacy and perceived organizational support. The survey was conducted among 340 middle managers in multinational organizations in Sri Lanka. Work engagement, reverse mentoring, knowledge sharing, self-efficacy, and perceived organizational support were measured through a self-administered questionnaire. The data was analyzed through structured equation modeling (SEM) using AMOS 21.

The empirical data supported that the relationship between reverse mentoring and work engagement is significant. Amongst the significant relationships of reverse mentoring, the influence of reverse mentoring is high. Knowledge sharing was found as a significant mediator. Moreover, self-efficacy and perceived organizational support were found to have a significant effect on work engagement and knowledge sharing. In conclusion, it could be stated that there is a relationship between reverse mentoring and work engagement, and employees could maximize the influence when knowledge sharing is within them. The study makes a significant theoretical contribution by addressing the inadequacy of JD - R theory in identifying knowledge sharing as a job resource, enhancing the relationship between reverse mentoring and work engagement. Moreover, the study recommends that managers pay attention to implementing familiarizing reverse mentoring across hierarchical levels within the organization to enhance the effectiveness of the relationship between reverse mentoring and work engagement activities.

Keywords: Reverse mentoring, Work engagement, Knowledge sharing