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## **Exploring the Impacts of Varied Leadership Approaches and Knowledge Sharing on Innovative Work Behaviour with Innovation Climate as a Moderation**

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**Abstract:** This study develops and tests an integrated framework explaining how authentic leadership and transformational leadership influence employees' innovative work behaviour through knowledge sharing in organizational settings. More specifically, the study examines whether knowledge sharing acts as an intervening mechanism and whether innovation climate strengthens the proposed relationships. Grounded in leadership and innovation research, the proposed model links two leadership approaches to knowledge sharing and innovative work behaviour at the employee level. Furthermore, the study examines the mediation of these effects by knowledge sharing and their moderation by the innovation climate. Based on 361 valid responses, the empirical findings indicate that both authentic leadership and transformational leadership are positively associated with knowledge sharing and innovative work behaviour. These results highlight the managerial value of creating a workplace climate that encourages experimentation, idea exchange, and constructive risk-taking. In conclusion, this research validates that both authentic and transformational leadership positively impact knowledge sharing and innovative work behaviour, with knowledge sharing serving as an intermediary. The study suggests that the innovation climate does not moderate the connection between knowledge sharing and innovative work behaviour.

**Keywords:** *Authentic leadership, transformational leadership, knowledge sharing, innovative work behaviour, innovation climate*

### **Introduction**

As market competition intensifies and external conditions shift quickly, organizations increasingly depend on continuous innovation to remain competitive and sustain long-term development (Malik, 2023). This requires not only adapting products, services, and business models to changing market demands, but also leveraging employees' innovative capacity. Many firms have therefore incorporated the Sustainable Development Goals (SDGs) into their

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strategies to address economic, environmental, and social dimensions of sustainability (Imaz & Eizagirre, 2020). SDG-oriented practices often emphasize sustainable innovation, collaboration, and long-term vision, all of which are closely linked to innovative work behaviour and leadership practices that support innovation (Mahajan *et al.*, 2024).

Prior research has explored the cognitive and motivational foundations of innovative work behaviour (Oldham & Cummings, 1996). Knowledge creation and dissemination are especially important for helping organizations adapt to market change and maintain competitive advantage (Bettioli *et al.*, 2023). In this regard, effective knowledge sharing among employees is essential for developing innovative capability and preparing organizations for dynamic environments (Donate & Guadamillas, 2011). However, facilitating knowledge exchange within and across organizations remains challenging because of contextual differences (Davenport & Prusak, 1998). When employees withhold knowledge, collaboration and goal attainment may suffer. Because leadership and organizational culture strongly shape employees' willingness to share knowledge, leaders play an important role in promoting such behaviours (Li *et al.*, 2015).

Within the leadership literature, transformational leadership (TL) and authentic leadership (AL) have been widely recognized as two influential approaches in shaping innovation-related outcomes. (Grošelj *et al.*, 2021; Korcu & Kaya, 2022). Authentic leaders build trust, support learning from mistakes, and create conditions conducive to innovation (Gardner *et al.*, 2021). Transformational leaders, by contrast, motivate followers to exceed expectations by reshaping their values and self-perceptions (Jung *et al.*, 2003), and are widely recognized for fostering creativity and innovation (Gumusluoglu & Ilsev, 2009). Accordingly, this study examines how AL and TL influence knowledge sharing and employees' innovative work behaviour.

In addition to leadership, organizational culture and work environment are also critical to knowledge sharing and innovation. Innovation climate reflects employees' shared perception that their work environment encourages experimentation, supports idea exchange, and is receptive to innovation-oriented action (Zhang *et al.*, 2024). It is shaped by factors such as supportive leadership, resource availability, open communication, incentives, and inclusion, all of which help organizations sustain innovation and competitiveness (Newman *et al.*, 2020; Mahardhani, 2023). Prior research suggests that innovation climate promotes organizational identification, employee voice, and sustained innovation (Lin, 2023; He *et al.*, 2019), while leadership behaviour plays a central role in shaping such a climate (Khalili, 2016). Nevertheless, empirical evidence remains limited regarding whether an innovation-supportive climate amplifies the positive association between knowledge sharing and innovative work behaviour. Although knowledge sharing facilitates the circulation of ideas and expertise, its contribution to innovation may become more pronounced when the organizational climate is characterized by openness, mutual trust, and collaborative interaction.

Against this backdrop, the present study examines how authentic leadership, transformational leadership, and knowledge sharing shape innovative work behaviour, while further assessing whether innovation climate serves as a significant moderating condition. By clarifying how leadership styles influence knowledge-sharing behaviours and, in turn, employees' innovative actions, this study contributes to the literature on leadership and innovative work behaviour and offers insights for promoting innovation across organizational settings. In summary, this study addresses four key research questions:

RQ1: What are the primary factors influencing innovative work behaviour?

RQ2: What characterizes the dynamics of the connection between authentic leadership, knowledge sharing, and innovative work behaviour?

RQ3: What defines the relationship between transformational leadership, the sharing of knowledge, and behaviour that fosters innovation in the workplace?

RQ4: To what degree does the innovation climate moderate the positive correlation between authentic leadership, transformational leadership, knowledge sharing, and innovative work behaviour?

This study investigates the interplay among knowledge-sharing behaviour, leadership styles, and their direct influence on the innovation capacity of a firm. Structural equation modelling is employed to scrutinize the connections between these elements. The subsequent sections are structured as follows: Initially, we undertake an extensive review of the current literature to elucidate the relationships within our research framework. Subsequently, we expound on empirical findings derived from the data analysis. Lastly, we articulate the study's conclusions, emphasizing its theoretical and pragmatic repercussions, and propose avenues for future research.

## **Literature Review**

This study focuses on five principal constructs: authentic leadership, transformational leadership, knowledge sharing, innovative work behaviour, and innovation climate. They drew upon the existing literature to investigate and formulate hypotheses regarding the relationships between these constructs.

### **Authentic Leadership**

George (2003) introduced the concept of authentic leadership, which has received considerable scholarly attention in recent years. Authentic leadership is commonly understood as a pattern of leader behaviour rooted in self-awareness, relational openness, balanced evaluation of information, and internally guided moral standards (Avolio *et al.*, 2004).

Self-awareness refers to leaders' understanding of their own strengths, limitations, and the way they affect others (Kernis, 2003). Relational transparency involves openly expressing one's true thoughts and feelings, thereby fostering trust and reducing negative emotions among team members (Ryan & Deci, 2003). Balanced processing reflects leaders' objective evaluation of relevant information and willingness to consider viewpoints that challenge their existing positions (Avolio *et al.*, 2004). An internalized moral perspective refers to self-regulation guided by internal values and moral standards rather than external pressures (Avolio & Gardner, 2005).

Authentic leadership involves establishing legitimacy and trust by valuing employees' input and acting in accordance with ethical principles. Such leaders create constructive work environments, enhance employee engagement and job satisfaction, and promote creativity by leading with consistency, openness, and moral integrity (Walumbwa *et al.*, 2008). Accordingly, authentic leaders are generally regarded as individuals who act in alignment with their core values and beliefs (Avolio *et al.*, 2004).

### **Transformational leadership**

Transformational leadership has attracted considerable attention in recent decades because of its emphasis on motivating employees to exceed expectations and support organizational change. Such leaders encourage innovation, promote new ways of working, and help employees seize opportunities and improve performance (Pearce & Ensley, 2004).

Bass & Avolio (1993) conceptualized transformational leadership as a multidimensional construct encompassing individualized consideration, inspirational motivation, intellectual stimulation, and idealized influence. These behaviours enable leaders to address followers' needs, communicate a compelling vision, stimulate new ways of thinking, and shape followers' values, ultimately enhancing performance beyond initial expectations (Jung & Avolio, 2000). Transformational leadership is also an important antecedent of innovative work behaviour. By aligning followers' self-concepts with organizational goals and recognizing their unique strengths, transformational leaders foster creativity, encourage fresh perspectives, and create an environment supportive of information sharing and innovation (Reuvers *et al.*, 2008).

## **Knowledge Sharing**

Knowledge sharing involves the communication and transfer of work-relevant know-how, expertise, and experience that enable others to solve problems and generate new ideas. (Cummings, 2004). In knowledge management, its central purpose is to facilitate the continuous flow of knowledge within organizations, enabling the exchange of insights that support new outputs and organizational performance (Eidizadeh *et al.*, 2017). It is therefore widely recognized as a critical topic in management research (Serenko & Bontis, 2016). Effective knowledge sharing involves not only transferring tacit and explicit knowledge, but also ensuring that recipients clearly understand the content being shared so that it can contribute to problem-solving and idea generation (Bari *et al.*, 2020).

A further defining characteristic of authentic leaders is their readiness to encourage and engage in knowledge sharing (Avolio & Gardner, 2005). Authentic leaders promote collective interests and encourage employees to participate in knowledge-sharing activities (Gardner *et al.*, 2011). By communicating openly and sharing knowledge themselves, they create a climate that motivates employees to do the same (Ireland *et al.*, 2003). Such leadership can strengthen team cohesion, stimulate new knowledge, and enhance both individual and collective effectiveness (Rego *et al.*, 2013). Accordingly, based on the above literature, this study proposes the following hypothesis:

H1: Authentic leadership is positively associated with knowledge sharing.

Prior research suggests that transformational leaders facilitate knowledge exchange by motivating employees to collaborate, communicate, and contribute to collective goals (Li *et al.*, 2015). Leadership support plays a critical role in shaping an organizational culture that encourages knowledge sharing, as a favourable culture relies extensively on leaders to promote openness, trust, and collaboration among employees (Liebowitz, 2001). Transformational leaders achieve this by inspiring employees, articulating a shared vision, and fostering values that align with organizational goals (Lin & Lee, 2004). Through these efforts, they influence employees' values, assumptions, and beliefs, creating a supportive environment for knowledge sharing (Liu & DeFrank, 2013). Longshore (1987) further emphasized that transformational leadership promotes knowledge-sharing behaviours by fostering a culture that supports the exchange of knowledge. In such a culture, employees are more likely to exchange ideas and information, driven by trust and mutual understanding fostered through transformational leadership practices. By motivating employees and reducing barriers to knowledge flow, transformational leaders enable the effective exchange of knowledge that is essential for innovation and organizational success. Based on this foundation, the following hypothesis is proposed:

H2: Transformational leadership is positively associated with knowledge sharing.

## **Innovative Work Behaviour**

Innovative work behaviour (IWB) denotes employees' proactive efforts to generate and implement novel and useful ideas, processes, products, or procedures within their job role, team, or organization (Farr & Ford, 1990). It is commonly viewed as a three-stage process: idea generation, idea promotion, and idea implementation (Holman *et al.*, 2012). Idea generation involves developing new approaches to markets, products, processes, or problem-solving (Perry-Smith & Mannucci, 2017). Idea promotion refers to gaining support for new ideas within the team or organization, particularly when such ideas challenge existing practices (Baer, 2012). Idea implementation involves transforming ideas into testable processes, products, or workflows that can be applied in practice (De Jong & Den Hartog, 2010).

Prior research indicates that knowledge sharing enhances innovation at both the organizational (Zhao *et al.*, 2021) and individual levels (Rao Jada *et al.*, 2019). By exchanging and applying knowledge, employees improve knowledge absorption and become increasingly inclined to

exhibit innovative work behaviour (Radaelli et al., 2014). Accordingly, based on the above literature, this study proposes the following hypothesis:

H3: Knowledge sharing is positively associated with innovative work behaviour.

Innovative work behaviour captures employees' efforts to generate, promote, refine, and implement new ideas in their work roles or organizational settings. (Maqbool *et al.*, 2019). Leadership is an important antecedent of employee creativity and innovation (Chang *et al.*, 2015). Authentic leadership, characterized by transparency, ethical behaviour, and genuine relationships, fosters a supportive environment in which employees feel psychologically safe to express new ideas (Obuba, 2023). It also enhances employees' intrinsic motivation and confidence to propose innovative solutions (Niu *et al.*, 2018). Therefore, authentic leadership is expected to positively promote innovative work behaviour. Based on this reasoning, the following hypothesis is proposed:

H4: Authentic leadership is positively associated with innovative work behaviour.

Transformational leaders inspire their followers to seek opportunities where they can make a significant impact in their roles at work, which in turn fosters a higher degree of innovative work behaviour (Afsar *et al.*, 2014). They seize the chance to introduce novel work approaches, reconfigure existing processes and networks to optimize long-term profitability, and assist their followers in realizing their full potential (Pearce & Ensley, 2004). Transformational leaders also motivate individuals to reevaluate their current circumstances and question their own values and beliefs in order to uncover innovative solutions to persistent problems (Aryee *et al.*, 2012). Motivational techniques can be employed to instil confidence in followers, convincing them that they can attain success. When employees possess self-assurance and believe in their capacity to acquire relevant knowledge and skills successfully, it enhances their willingness to exhibit creative behaviours in their roles. In essence, transformational leaders serve as a source of inspiration and empowerment for their followers, challenging their beliefs while fostering a supportive environment that nurtures creativity and innovation. Consequently, this research posits the following hypothesis, drawing from the aforementioned literature.

H5: Transformational leadership is positively associated with innovative work behaviour.

Authentic leadership, characterized by transparency, ethical values, and trust-based relationships, fosters a supportive environment for knowledge sharing (Obuba, 2023). By demonstrating consistency between their words and actions, authentic leaders cultivate trust among employees, thereby lowering obstacles to open communication and encouraging the exchange of ideas without concern about exploitation or criticism (Agote *et al.*, 2016). Trust, as a cornerstone of authentic leadership, creates the psychological safety necessary for employees to share knowledge freely. This knowledge sharing serves as a vital mechanism for fostering innovative work behaviour, as it brings together diverse perspectives and collective expertise to generate and implement novel solutions (Zhang *et al.*, 2024). The exchange of ideas enhances cognitive stimulation, sparks creativity, and facilitates innovative thinking (Zeb *et al.*, 2020). The mediating role of knowledge sharing is pivotal in linking authentic leadership to innovative work behaviour. Authentic leaders cultivate a trust-rich environment, motivating employees to disseminate knowledge openly. This shared knowledge equips employees with the insights and resources needed to develop and implement innovative solutions. Thus, knowledge sharing acts as a critical bridge between the trust and transparency established by authentic leadership and the innovative behaviours displayed by employees. Based on this theoretical foundation and supporting empirical evidence, the following hypothesis is proposed:

H6: Knowledge sharing mediates the relationship between authentic leadership and innovative work behaviour.

The links among transformational leadership, knowledge sharing, and innovative work behaviour may be theoretically explained through the lenses of social learning theory and social

exchange theory. Social learning theory suggests that employees learn by observing leaders' behaviours, while social exchange theory emphasizes trust and reciprocity in leader–employee relationships (Zafar *et al.*, 2021; Udin, 2024). Through role modelling, vision articulation, intellectual stimulation, and support, transformational leaders encourage employees to share knowledge in a safe and valuable environment (Yin *et al.*, 2020). Such knowledge sharing broadens insights, enhances collaboration, and supports innovative work behaviour. Empirical evidence further confirms that transformational leadership promotes knowledge sharing and team innovation capacity (Arsawan *et al.*, 2022). Based on this rationale, the following hypothesis is proposed.

H7: Knowledge sharing mediates the relationship between transformational leadership and innovative work behaviour.

### **Innovative Climate**

Innovation climate refers to employees' shared perceptions of whether the work environment supports creativity and innovation (Anderson & West, 1996). It is characterized by clear vision, shared commitment to goals, participative safety, and support for innovation (Anderson & West, 1998). By creating such an environment, organizations can better internalize and apply knowledge, thereby enhancing innovation capability.

Prior studies have shown that employees' perceptions of an innovative climate are positively associated with creativity and innovative behaviour (Park & Jo, 2018). Even when leadership style is controlled, innovation climate remains significantly related to employee creativity (Ürü & Yozgat, 2009). Leadership is also critical in shaping this climate, as top management can foster innovation by encouraging change and facilitating knowledge generation and sharing (Aragón-Correa *et al.*, 2007).

When employees perceive that their work environment supports experimentation and new ideas, they are more likely to think independently, build stronger connections with the organization, and engage in innovative behaviour (Charbonnier-Voirin *et al.*, 2010). In particular, authentic leaders help create an innovation-supportive climate that fosters collaboration and empowers employees to contribute to organizational innovation. Accordingly, based on the above literature, this study proposes the following hypothesis:

H8: Innovation climate moderates the positive relationship between authentic leadership and innovative work behaviour.

Jung *et al.* (2003) found that transformational leadership enhances follower creativity and innovation. They do this by creating an environment where followers are encouraged to innovate. Transformational leadership may lead to creative outcomes when an innovative climate exists (Dong *et al.*, 2017). The scholars explored the impact of employees' perceptions of leaders and their creativity when they are in an innovation climate (Wang & Rode, 2010). According to the results, the findings show that the above mentioned three relationships do affect each other. Therefore, we can understand that different leadership styles, especially transformational leadership, have a significant impact on innovation outcomes, especially creativity. Transformational leaders foster an atmosphere that fosters innovation, and the existence of an innovative climate amplifies the association between transformational leadership and employee creativity. Employees' perceptions of both their leadership and the organizational climate are influential factors in shaping their creativity. Consequently, building on the literature cited earlier, this research puts forth the following hypothesis:

H9: Innovation climate moderates the positive relationship between transformational leadership and innovative work behaviour.

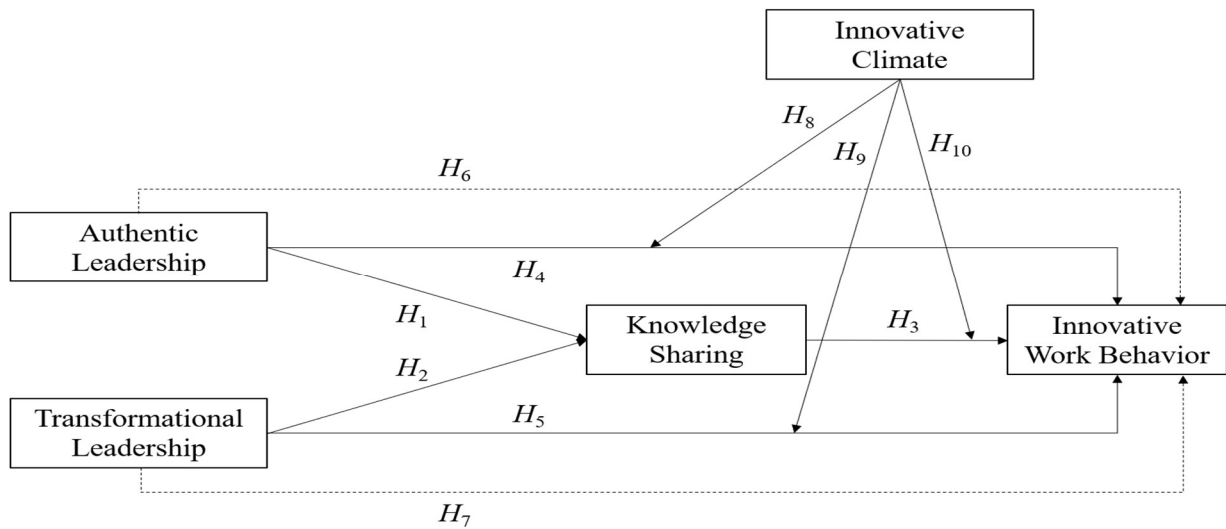
An innovation climate that promotes collaboration, open communication, and recognition of creativity is essential for organizations (Oke *et al.*, 2013). Such a climate enhances receptiveness to diverse knowledge, stimulates creative and critical thinking, and provides a supportive environment for team members to share knowledge and information (Somech &

Drach-Zahavy, 2013). When employees are given time, resources, and support to experiment with new ideas, they are more likely to engage in innovative work behaviour. Therefore, by fostering a climate that values innovation and knowledge sharing, organizations can strengthen employees' willingness to contribute to innovation. Consequently, this study proposes the following hypothesis:

H10: Innovation climate moderates the positive relationship between knowledge sharing and innovative work behaviour.

Considering the amalgamation of authentic leadership, transformational leadership, knowledge sharing, and innovative work behaviour within this research, we present the framework as illustrated in Figure 1. Initially, this study delves into the influence of leadership conduct on knowledge sharing and validates the correlations between knowledge sharing and innovative work behaviour. Subsequently, we examine the connections between leaders' actions and innovative work behaviour. Lastly, this study examines whether innovation climate, as a moderating variable, influences the relationships identified in the present investigation.

Figure 1: Hypothesized theoretical model.



## Methodology

### Data collection and participants

The research employed a questionnaire survey methodology, structured into six distinct sections. The initial segment covered demographic variables, followed by sections on authentic leadership, transformational leadership, the extent of knowledge sharing, innovative work behaviour, and innovative climate. Data collection occurred between July 2022 and September 2022, and from March 2023 to April 2023, employing online survey instruments. Among the 390 distributed questionnaires, 361 were retained for analysis after data screening, resulting in a valid response rate of 92%. The confidentiality and non-disclosure of questionnaire content are steadfastly maintained in this study. Table 1 presents the sample demographics.

Table 1: Demographic table.

	Category	Frequency (n=361)	Percentage
Gender	Male	178	49.3%
	Female	183	50.7%
Age	Under 25 years old	47	13%
	25-30 years old	37	10.2%
	31-35 years old	46	12.7%
	36-40 years old	35	9.7%
	41-45 years old	45	12.5%

	45-50 years old	80	22.2%
	51 years old and above	71	19.7%
<b>Education level</b>	High school or below	136	37.7%
	Bachelor's degree	149	41.3%
	Master's degree	68	18.8%
	Doctoral degree	8	2.2%

## Measurement

### *Authentic Leadership*

The survey questionnaire employed in this study is based on the one developed by Walumbwa *et al.* (2008) and is structured into four sections.

### *Transformational leadership*

The survey questionnaires created by Dai *et al.* (2013) are employed in this study to assess participants' perceptions of the transformational leadership behaviours demonstrated by their leaders.

### *Knowledge Sharing*

The knowledge sharing questionnaires developed by Casimir *et al.*, (2012) are used for this study, and the word "voluntary" was added to the items to ensure that the responses reflected intentional but not compulsory knowledge sharing.

### *Innovative Work Behaviour*

This research measures the innovative work behaviour survey developed by Scott & Bruce (1994), which is divided into three sections.

### *Innovative Climate*

This study measures the extent to which key practices that support a culture of new ideas are used in organizations, using the innovation climate survey questionnaire developed by Waheed *et al.*, (2019).

### *Control Variables*

Gender & Laland (2001), age, and education level (Bos-Nehles & Veenendaal, 2019) were recognized as variables with the potential to impact innovative work behaviour, as these characteristics can reflect various organizational attributes and the propensity for innovative behaviours. Consequently, we incorporated these variables as control factors to assess any potential effects on the study outcomes.

## Results and Discussion

In this present investigation, a diverse array of statistical methodologies, including descriptive analytics, measures of association, as well as path analysis, was used to examine the gathered data. For the statistical analysis and structural equation modelling in this research. Table 2 provides an overview of the questionnaire's descriptive statistics.

Table 2: Descriptive statistics.

	Items	Min	Max	Average	S.D.	Skewness	Kurtosis
<b>AL</b>	8	1	5	3.64~3.98	0.802~1.019	-0.512~-0.869	-0.385~0.979
<b>TL</b>	8	1	5	3.67~4.04	0.803~0.920	-0.596~-0.906	0.277~1.271
<b>KS</b>	4	1	5	3.95~4.14	0.722~0.834	-0.642~-1.114	0.532~1.697
<b>IWB</b>	9	1	5	3.80~4.24	0.644~0.777	-0.341~-0.719	0.328~2.521
<b>IC</b>	5	1	5	3.83~3.96	0.782~0.893	-0.647~-0.683	0.393~0.588

## Measurement Model

A validated confirmatory factor analysis (CFA) was conducted to evaluate the model-data fit before testing the hypothetical model in SEM. Commonly employed metrics were compared to assess various model indicators. As an initial step, this study assessed Cronbach's alpha ( $\alpha$ ) coefficients, which ranged from 0.910 to 0.939 and exceeded the recommended threshold of

0.70. (Nunnally & Bernstein, 1994). Subsequently, a confirmatory factor analysis (CFA) was executed to scrutinize the convergence and discriminant validity of the comprehensive measurement model.

Table 3 shows that the model meets the convergent validity criteria established by Hair et al. (2017), as evidenced by factor loadings ranging from 0.709 to 0.922 (all exceeding 0.6;  $p < 0.001$ ), CR values ranging from 0.910 to 0.939 (all surpassing 0.7), and AVE values ranging from 0.630 to 0.717 (all exceeding 0.5). One way to assess discriminant validity is by examining the extent to which factors designed to gauge a particular construct do not predict criteria that are conceptually unrelated (Fornell & Larcker, 1981). To determine discriminative validity, this study used the AVE measure of Fornell & Larcker (1981). To assess the discriminant validity of the research instruments, the square root of AVE was compared with the correlation between the latent variables.

Table 3: Properties of the final measurement model.

Constructs	Items	Factor loading	CR	AVE	$\alpha$
Authentic Leadership (AL)			.934	.645	.935
Self-awareness	2	0.733~0.821	.798	.666	.792
Relational transparency	2	0.820~0.840	.788	.651	.779
Internalized moral perspective	2	0.765~0.870	.833	.715	.816
Balanced processing	2	0.717~0.846	.812	.685	.805
Transformational leadership (TL)	8	0.783~0.845	.939	.659	.939
Knowledge Sharing (KS)	5	0.728~0.922	.922	.704	.925
Innovative Work Behavior (IWB)			.938	.630	.939
Idea generation	3	0.709~0.738	.885	.720	.875
Idea promotion	3	0.828~0.875	.937	.831	.936
Idea implementation	3	0.777~0.826	.896	.741	.894
Innovative Climate (IC)	4	0.839~0.859	.910	.717	.910

It can be observed from Table 4 that the square root of AVE (Average Variance Extracted) for each construct (diagonal elements in bold) is greater than the correlation between the constructs, with the exception of authentic leadership and transformational leadership. Thus, the data support the reliability of the constructs, as well as the discriminant and convergent validity of the scales. However, the correlation coefficient between authentic leadership and transformational leadership (0.851) exceeds the square root of AVE (0.803), suggesting a lower validity of the distinction between these constructs, a finding consistent with previous literature (Grošelj *et al.*, 2021). In previous studies, that was found that various aspects of authentic leadership, such as self-awareness, relational transparency, internalized ethics, and balanced handling, are included in transformational leadership (Walumbwa *et al.*, 2008). Therefore, there may be a high correlation between authentic leadership and transformational leadership.

Table 4: Correlation factors table.

	Gender	Age	Education	AL	TL	KS	IWB	IC
<b>Gender</b>								
<b>Age</b>	.162**							
<b>Education</b>	.150**	.438**						
<b>AL</b>	.112*	.033	.111*	<b>.803</b>				
<b>TL</b>	.071	.043	.116*	.851***	<b>.812</b>			
<b>KS</b>	-.004	.167**	.092	.460***	.491***	<b>.839</b>		
<b>IWB</b>	.153**	.049	.110*	.607***	.647***	.589***	<b>.794</b>	
<b>IC</b>	.109*	.096	.144**	.748***	.791***	.570***	.745***	<b>.847</b>

Notes: \* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$

## Structural Model

The subsequent phase of model assessment involves scrutinizing the significance of each theoretical pathway within the conceptual framework. The findings from the examination of the ultimate structural model are succinctly outlined in Table 5.

Table 5: Path analysis of structural models.

Hypothesis	Path	$\beta$	t-value	p-value	supported
H <sub>1</sub>	AL → KS	.095	2.656	.008**	supported
H <sub>2</sub>	TL → KS	.097	3.863	***	supported
H <sub>3</sub>	KS → IWB	.066	7.096	***	supported
H <sub>4</sub>	AL → IWB	.098	2.371	.018*	supported
H <sub>5</sub>	TL → IWB	.104	4.668	***	supported

This study examined estimation of individual parameters (e.g., path coefficients, t-values, p-values). Assume that the structured path estimation for H<sub>1</sub>, H<sub>2</sub>, H<sub>3</sub>, H<sub>4</sub>, and H<sub>5</sub> are significant. Therefore, these hypotheses are supported. Overall, five hypotheses were consistent with the assumptions. The modelled data confirmed the individually hypothesized positive correlations between AL, TL, KS, and IWB, so these results support the theoretical model.

### Mediation Effect

To confirm whether knowledge sharing produces mediating effects on two leadership types, the Bootstrap method is used to verify the research hypothesis. The standard error of the estimated indirect effect and the confidence interval are used to analyse and verify the mediating effect.

From Table 6, the research study reveals that the indirect effect value of knowledge sharing between authentic leadership and innovative work behaviour is 0.196, the direct effect is 0.495, and the overall influence is 0.598. The bias-corrected values and the 95% Confidence Interval don't include 0, and the p-value is less than 0.01. These results suggest that knowledge sharing serves as an explanatory pathway through which authentic leadership contributes to innovative work behaviour. This suggests a significant mediating role of knowledge sharing between authentic leadership and innovative work behaviour, with its impact being partially mediated. Thus, H<sub>6</sub> is supported.

Table 6: Results of direct, indirect, and total effects (AL-KS-IWB).

	Estimate	BC/PC p-value	95% Confidence Interval	
			BC	PC
<b>Indirect effect</b>				
AL→KS→IWB	.196	.001/ ***	.127~.277	.130~.279
<b>Direct effect</b>				
AL→KS	.588	.001/.001	.338~.583	.344~.588
AL→ IWB	.495	.001/ ***	.299~.502	.289~.494
KS→ IWB	.527	.002/.001	.316~.518	.324~.527
<b>Total effect</b>				
AL→IWB	.598	.001/ ***	.511~.675	.511~.676

BC: Bias-corrected percentile method  
PC: Percentile method.

From Table 7, the findings indicate that the indirect effect of transformational leadership on innovative work behaviour through knowledge sharing was 0.188. The direct effect is 0.452. The total effect was 0.640, with the bias-corrected 95% confidence interval excluding zero and the corresponding p-value remaining below 0.01. This suggests that knowledge sharing significant mediates the relationship between transformational leadership and innovative work behaviour, with its mediating effect being partially mediated. Thus, H<sub>7</sub> is substantiated.

Table 7: Results of direct, indirect, and total effects (TL-KS-IWB).

	Estimate	BC/PC <i>p</i> -value	95% Confidence Interval	
			BC	PC
<b>Indirect effect</b>				
TL→KS→IWB	.188	.001/ ***	.124~.268	.124~.269
<b>Direct effect</b>				
TL→KS	.488	.002/.001	.363~.597	.370~.604
TL→IWB	.452	.001/ ***	.342~.554	.338~.552
KS→IWB	.386	.001/.001	.282~.485	.287~.490
<b>Total effect</b>				
TL→IWB	.640	.001/ ***	.555~.710	.559~.713

BC: Bias-corrected percentile method  
 PC: Percentile method.

### Moderation Effect

To examine the moderating role of innovation climate in the association between AL and IWB, TL and IWB, KS and IWB, then used the hierarchical regression type of analysis to investigate the effect of adjusting variables on the independent and dependent variables.

To test the moderation hypothesis, this study guided by the step advised from Aiken & West (1991). First, all predictor variables are placed at the centre to improve the explain ability of the correlation (Aiken & West, 1991). Table 8 analysis shows that the interaction effect between AL and IC on IWB is significant ( $\beta = .087, p < .05$ ).

Table 8: The moderating effect of IC on AL and IWB.

Moderator	$\beta$	SE	C.R.	<i>p</i> -value
AL X IC	.087	.017	2.155	.032*

Notes: \* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$

To elucidate the substantial interaction effects, this study mapped the model of these interactions and performed a straightforward slope examination in accordance with the approach of Aiken & West (1991). Figure 2 illustrates the interaction graph for the moderating impact of IC on the connection between AL and IWB. The relationship between AL and IWB is significant. The slope of high innovation climate is larger, thus the impact of high innovation climate on AL and IWB is more powerful than low innovation climate. Thus, H8 is supported.

Figure 2: Moderating effect of IC on the AL and IWB.

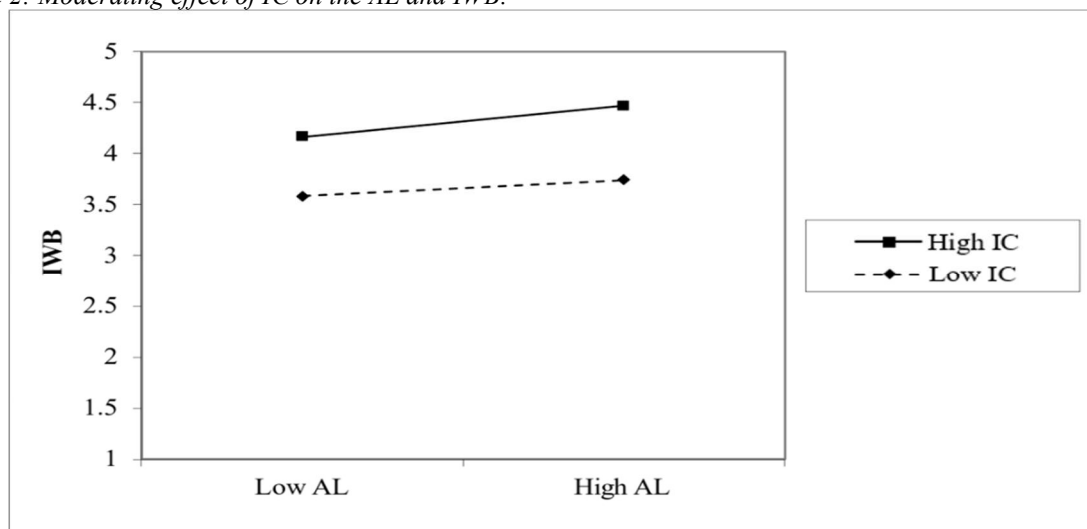


Table 9 demonstrates the significant ( $\beta = .092, p < .05$ ) interaction impact of IC on IWB in the case of transformational leadership. Thus, H9 is supported.

Table 9: The moderating effect of IC on TL and IWB.

Moderator	$\beta$	SE	C.R.	$p$ -value
TL X IC	.092	.016	2.288	.023*

Notes: \* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$

Figure 3 illustrates the interaction plot, demonstrating the significant moderating role of IC in the relationship between TL and IWB. The slope of high innovation climate is larger, thus the impact of high innovation climate on TL and IWB is more powerful than low innovation climate.

Figure 3: Interaction plot of the moderating effect of IC on the relationship between TL and IWB.

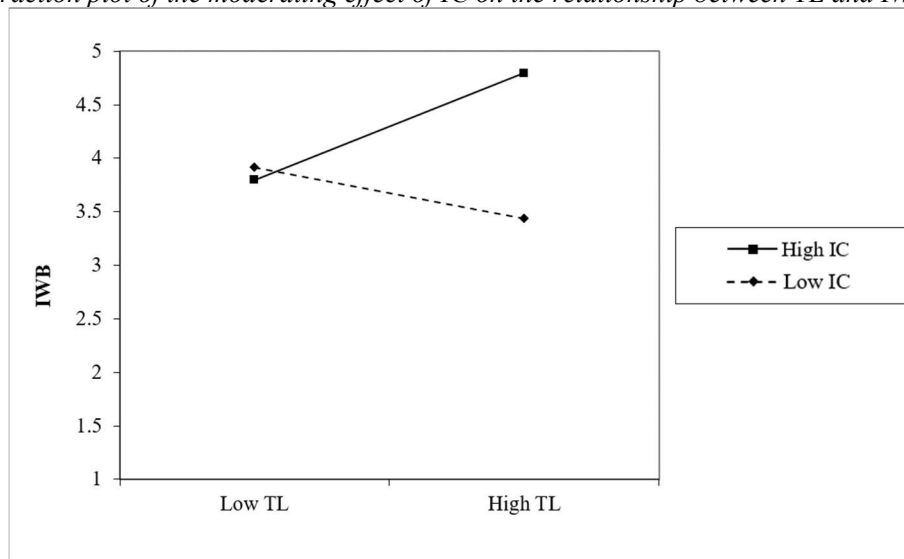


Table 10 shows that the interaction effect between KS and IC on IWB is not significant ( $\beta = -.050, p > .05$ ). Thus, H10 is not supported.

Table 10: The moderating effect of IC on KS and IWB.

Moderator	$\beta$	SE	C.R.	$p$ -value
KS X IC	-.057	.018	-1.522	.129

Notes: \* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$

## Conclusion

This study clarifies how authentic leadership and transformational leadership are linked to innovative work behaviour by considering knowledge sharing as a mediating mechanism and innovation climate as a contextual factor. The findings provide important theoretical and practical implications, offering novel insights into the complex dynamics among leadership, knowledge sharing, and innovation in organizational settings.

### Theoretical Contributions

Our findings show that both authentic leadership and transformational leadership positively influence innovative work behaviour, consistent with prior research highlighting the importance of leadership in fostering innovation (Liu & DeFrank, 2013; Niu *et al.*, 2018). Authentic leaders build trust and psychological safety through ethical behaviour and

transparent communication, whereas transformational leaders promote creativity and innovation by articulating a clear vision and providing intellectual stimulation.

The mediating role of knowledge sharing was also supported, confirming its importance as a mechanism linking leadership to innovative work behaviour. This result is consistent with social learning theory and social exchange theory, which emphasize the role of knowledge sharing in idea dissemination, collaboration, and problem-solving. In this regard, our findings extend prior studies, such as Zheng *et al.* (2017), by showing that knowledge sharing strengthens the positive effect of leadership on innovation.

However, contrary to our hypothesis, innovation climate did not significantly moderate the relationship between knowledge sharing and innovative work behaviour. Although earlier studies suggest that an innovative climate can strengthen innovation-related relationships (Lin, 2023), our results imply that other contextual factors may be more influential. This finding also contrasts with Carmeli & Spreitzer (2009), who emphasized the enabling role of a supportive climate. One possible explanation is that the innovation climate in the sampled organizations was either weak or inconsistently perceived, limiting its moderating effect. Future research may therefore examine other contextual moderators, such as organizational structure, industry type, or team dynamics.

### **Practical Contributions**

Because leadership qualities strongly influence organizational innovation and employees' innovative behaviour, organizations should periodically assess how effectively managers demonstrate these capabilities. Such evaluations can provide useful feedback for leadership improvement and support promotion decisions. In addition, organizations should offer training programs that help managers understand different leadership styles, their key characteristics, and their organizational implications, thereby cultivating a more diverse and capable leadership pool.

Based on the findings, organizations are encouraged to incorporate both authentic leadership and transformational leadership into leadership development practices. Authentic leaders build trust, openness, and collaboration through transparent and value-consistent behaviour, thereby strengthening organizational cohesion. Transformational leaders, in contrast, inspire employees to embrace change and innovation by articulating a clear vision, encouraging risk-taking, and supporting adaptation during transitions.

he results imply that the two leadership styles should be viewed as mutually reinforcing rather than as competing approaches. Authentic leadership fosters psychological safety and open communication, while transformational leadership mobilizes employee commitment toward change and innovation. By developing both styles, organizations can strengthen trust, enhance collaboration, promote innovative behaviour, and support long-term success.

### **Limitations and future research**

Continuous innovation is essential for organizational success, and leadership is a key factor influencing innovative work behaviour. Future research may examine other leadership styles, such as servant leadership and empowering leadership, which have also been found to support employee innovation (Faraz *et al.*, 2019; Rao *et al.*, 2019).

Further studies may also compare authentic leadership and transformational leadership to clarify their similarities, differences, and distinct effects on innovative work behaviour. In addition, more research is needed to better understand the role of innovation climate in shaping the relationship between leadership and innovation.

Although this study offers valuable insights based on employees from various industries in Taiwan, the generalizability of the findings may be limited. Future research should therefore test this framework in specific industries, such as the technology sector, to provide a more context-specific understanding of how leadership and knowledge sharing influence innovative work behaviour.

## Conclusions

In today's highly competitive business environment, organizations must continuously innovate to sustain competitiveness and achieve sustainability. Because employees' innovative capacity is vital to organizational success, understanding the factors that shape innovative work behaviour is increasingly important.

This study examines how authentic leadership and transformational leadership influence knowledge sharing and innovative work behaviour. Since knowledge sharing facilitates the exchange of ideas and expertise, and leadership affects employees' willingness to share knowledge, both are crucial to innovation.

Overall, organizations should develop effective leadership, encourage knowledge sharing, and foster an innovation-supportive climate to enhance employees' innovative work behaviour and long-term competitiveness.

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